

**CITY OF ARROYO GRANDE
10-YEAR STRATEGIC PLAN
APRIL 2007**

OVERVIEW

The City's strategic plan provides an agreed upon vision for the future and a 10-year plan for specific long-range strategies, goals and efforts to accomplish this vision. This document does not prioritize efforts. Therefore, it is not a plan to identify specific implementation of efforts on an incremental basis. Instead, the primary purpose is to provide overall plan objectives to ensure that incremental steps and efforts are consistent with the ultimate direction the City is working toward.

ECONOMIC DEVELOPMENT

Strategic Directions:

- An ongoing and comprehensive effort shall be implemented aimed at job creation, business retention and expansion, and new business development.
- The Redevelopment Agency will be utilized as a proactive tool to meet economic development objectives. This will require continued efforts to ensure that the Redevelopment Agency is financially solvent. Priority shall be placed on utilizing revenues from the Agency to finance projects that will generate future tax increment, increase other City revenues, and accomplish multiple established City goals.
- While City revenue shall be an important goal of economic development efforts, equally important shall be an emphasis on attracting businesses that meet the needs of the community, maintain the character of the community, enhance overall quality of life, and incorporate quality design in new projects.
- The importance of agriculture to the local economy and the unique challenges faced by this industry to remain viable shall be recognized. This will require creative efforts by the City to support the needs of agricultural enterprises.
- Tourism is a key industry in San Luis Obispo County, yet Arroyo Grande has historically not received a proportional benefit from this industry. As a result, the City shall target efforts to develop visitor-serving businesses in the community.

Tactical Goals and Strategies:

- Efforts shall be facilitated by the City to maintain and expand automobile dealerships. Efforts are targeted at supporting existing businesses at current locations during the future short and mid-term periods and potential relocation to enhanced sites as a long-term strategy. Specific goals include assisting auto dealerships in acquiring property to address space needs, enable expansion, and achieve potential attraction of an additional dealership to the Traffic Way corridor. Long-term goals include transition of Traffic Way toward uses that will integrate with the Village core if relocation of the dealerships can be achieved.
- Sites identified in the Hotel/Motel economic development strategy shall be marketed to potential developers. The goal shall be to attract and approve three new quality hotels for development in the City over the next 10-year period.

- Retail recruitment strategies shall be developed and implemented to attract new restaurants and retail businesses to E. Grand Avenue meeting unmet needs.
- The Redevelopment Agency shall pursue incentives to attract redevelopment projects to the southwest corner of E. Grand Avenue/Courtland Street, the southwest corner of E. Grand Avenue/Elm Street, the northwest corner of E. Grand Avenue/Brisco Road and the southwest corner of El Camino Real/Oak Park Boulevard.
- Efforts shall be facilitated to promptly implement developer driven improvements necessary to complete development of the Five Cities Center.
- The City shall work with owners of the Fredericks and Williams family properties to develop and approve specific plans that will generate revenue necessary to help meet long-term needs of the community, including an interchange in the vicinity of El Campo.
- Measures shall be implemented to attract visitor serving businesses, as well as tourism promotion to increase the level and success of tourism activities in the community.
- Efforts shall be developed and implemented to encourage office development on Halcyon Road and medical uses adjacent to the hospital that will help support and enhance the long-term economic success of the hospital.
- Public improvements shall be coordinated with business development to enhance activity and orientation in the Village toward the creek, particular patios and outdoor dining.
- A long-range plan to accommodate future parking needs in the Village shall be developed and implemented, including new parking lots, a potential structure, and consolidation of existing parking areas.

AFFORDABLE HOUSING

Strategic Directions:

- A proactive approach shall be taken by the City to address the need for housing necessary to accommodate an adequate workforce and provide for a community with people from different ages, backgrounds and income levels.
- Opportunities shall be created for increased density consistent with “smart growth” principles.
- The City shall collaborate with all levels of government, the construction industry, lending institutions and non-profit organizations to develop effective affordable housing strategies and efforts.

Tactical Goals and Strategies:

- Policies and programs shall be implemented to increase inclusionary affordable housing units constructed by housing development projects.
- Utilizing affordable housing in-lieu fee and Redevelopment Agency housing set aside funding, the City and Redevelopment Agency shall work with the San Luis Obispo Housing Authority, People’s Self Help Housing, Habitat for Humanity and other agencies and developers to coordinate development of, and provide financial assistance for, the construction of low and very low income housing units. The goal shall be for the City to assist a minimum of three new affordable

housing development projects over the next 10-year period, including a total of at least 50 affordable units and a combination of for sale and rental units.

- The inclusion of housing in “mixed-use” projects shall be encouraged to create new housing opportunities and utilize land as efficiently as possible.
- Incentives shall be developed to promote an increase in construction of both affordable and market rate rental units.
- New programs shall be studied and developed by the City designed to offer financial assistance to first-time homebuyers.
- Programs to provide housing assistance for City employees shall be developed and funded in order to provide an ongoing effective workforce, particularly available within an effective distance at all times for emergency response.
- Permit processing shall be streamlined through automation, interdepartmental coordination, and improved processes to minimize application processing time and development review costs.
- Modest sized houses and lots shall be encouraged in many instances in order to promote “affordability by design” and “smart growth” principles.
- Incentives shall be developed and implemented to encourage green build techniques in new housing construction.
- Programs identified in the Housing Element shall be implemented.

CITY BEAUTIFICATION

Strategic Directions:

- Due to financial constraints, the City’s operations have historically been devoted primarily to basic City operations and the potential for many beautification efforts has been limited. It shall be the City’s goal to enhance the community’s quality of life through efforts to beautify both residential and commercial areas. To do this, the City shall pursue creative ways to finance these efforts through grants, community volunteer support and regulatory policies.
- Beautification efforts shall be accompanied by good planning principles to ensure that improvements can be effectively maintained in the long-term and be water efficient.
- Rising property values and changing demographics in the community will likely result in increasing expectations and demands regarding the maintenance of private and public properties. The City shall prepare to proactively respond to these demands through increased code enforcement services, while maintaining the City’s customer service approach of enforcement through a cooperative approach.

Tactical Goals and Strategies:

- Streetscape improvements shall be expanded on E. Grand Avenue and new streetscape projects on E. Branch Street in the Village, Traffic Way and El Camino Real shall be designed and implemented.
- Programs shall be facilitated to increase planting of new street trees in both commercial and residential areas, along with implementation of new efforts to ensure appropriate ongoing trimming and maintenance.

- The City shall encourage cooperation and provide support to private groups and community organizations in their efforts to beautify private and City-owned properties.
- Creative approaches shall be utilized to maintain and protect the City's existing tree inventory.
- The City's code enforcement program activities shall be enhanced to proactively address issues impacting the appearance of neighborhoods and commercial areas.
- City entry signs shall be renovated and enhanced and an agricultural, directional and historical signage program shall be implemented.
- A public art program shall be implemented.

RECREATION

Strategic Directions:

- The City shall be committed to providing recreational services, opportunities and facilities for all sectors of the community.
- The City shall invest in its future through a commitment of supporting development of its youth by meeting recreation demands of youth sports and activity programs.
- The community's demographics have, and are projected to continue to, transition toward an aging population. The City will respond to the needs of active adults through increased sports and activity opportunities.

Tactical Goals and Strategies:

- Community fundraising efforts to construct a recreation center facility at the City property on W. Branch Street next to the Woman's Club Community Center shall be supported and encouraged. The City shall also pursue ways to supplement community fundraising through grants and the sale of a portion of the property.
- Recreation programming shall be increased for seniors in the community. In the short term, efforts shall focus on the existing community center facilities. In the immediate future, the City shall coordinate with the YMCA on activities to be offered at the community senior center at the Ocean Oaks senior condominium project. In the long-term, efforts shall be centralized at a new senior center to be provided at the recreation center.
- Increased community swim programming at the new Arroyo Grande High School pool shall be facilitated and/or provided by the City.
- Special needs/integrated programs shall be increased.
- Lighting of the Soto Sports Complex fields shall be expanded and improvements to the facility shall be constructed to enhance accessibility and usage.
- Creekside paths within the Village and other areas shall be improved and expanded to create an interconnected network.
- The Village Green Master Plan improvements shall be implemented.

INFRASTRUCTURE

Strategic Directions:

- Strategies and funding sources shall be developed to implement the City's master plans that have been created for each area of the City's infrastructure.

- Improvements to the City’s infrastructure shall be planned to meet the demands of the community’s future and to avoid unfairly passing on financial burdens to future generations.
- Infrastructure improvements shall be planned and prioritized to prevent hazards and ensure safety.

Tactical Goals and Strategies:

- The addition of a long-term supplemental water source shall be successfully implemented. While the City shall continue to study and assess a number of alternatives, the primary focus shall be on analysis, planning, permitting and funding for a desalination plant.
- Water conservation efforts shall be expanded to include a landscape retrofit program, landscaping design guidelines, demonstration projects, and other measures.
- El Camino Real, Brisco Road, Farroll Road, W. Branch Street and other streets identified as priorities shall be upgraded.
- The annual pavement management program shall be fully funded.
- Improvements to address drainage deficiencies and storm water pollution prevention from Newsom Springs, on Valley Road, on Halcyon Road, and widening of the box culvert at Route 227/Tally Ho Creek shall be planned and constructed.
- Undergrounding of utilities on E. Grand Avenue shall be completed, as well as encouraged throughout the community.
- Improvements identified in the Sewer and Water Master Plans shall be fully funded and constructed.
- Street lighting shall be reviewed citywide and new street light technology shall be implemented.

FACILITIES

Strategic Directions:

- City facilities shall be maintained and improved to meet both current and future projected needs in order to provide services in an effective manner.
- In planning improvements to City facilities, the City shall balance the need to provide facilities in a cost efficient manner, while ensuring design is consistent with the character of the community.
- A “life cycle” approach shall be utilized for planning and funding City facilities to ensure that maintenance costs are minimized and facilities are constructed in the most cost efficient manner over the life of the facility.

Tactical Goals and Strategies:

- Recommendations of the City Hall Complex Needs Assessment and Feasibility Study shall be implemented with the goals of continuing to maintain central City operations in the Village, to design structures consistent with the character of the Village, and to organize operations so that services can be provided as efficiently and responsively as possible.
- The Police Station shall be expanded to address existing and future space needs of the Police Department, to upgrade communications facilities, and to provide an

effective Emergency Operations Center (EOC) for coordination of disaster response activities.

- Remodeled facilities shall utilize a combination of design, materials and alternative energy solutions to increase energy efficiency.
- The Corporation Yard shall be upgraded to ensure facilities are sufficient to meet the future needs of the City's maintenance operations, which shall first include an analysis of potential relocation sites and/or consolidation with other agencies.
- Structural issues identified at the Woman's Club facility will be studied and addressed.

TRANSPORTATION

Strategic Directions:

- Transportation improvements shall be planned on a proactive basis to ensure infrastructure is in place to accommodate the impacts of growth and development consistent with the City's General Plan.
- Connectivity shall be emphasized in ongoing City planning.
- Improvements shall be planned to facilitate and balance multi-modal transportation, including motor vehicle, pedestrian, bicycle and transit.
- Federal and State grant funding shall be pursued for infrastructure improvements to maximize leverage of City funding.

Tactical Goals and Strategies:

- Improvements to the Brisco Road/Halcyon Road interchange shall be funded and constructed.
- Plans and funding strategies for El Campo Interchange improvements shall be studied and developed.
- A connection to Valley Road from Orchard Street shall be constructed to reduce traffic on Orchard Street and at the Orchard Street and Fair Oaks intersection.
- A goal is established to install a minimum of 5 new bike lanes to provide an effective citywide bikeway network consistent with the City's bikeway plan over the next 10-year period.
- Halcyon Road shall be widened from E. Grand Avenue to E. Camino Real.
- A signal shall be installed at Traffic Way and Fair Oaks.
- The signal at the Fair Oaks/Halcyon Road intersection shall be upgraded.

NATURAL AND HISTORICAL RESOURCES

Strategic Directions:

- Efforts shall be continued to protect the City's environmental resources.
- Environmental impacts of new development shall be mitigated.
- The creek system is a valuable drainage, biological and aesthetic resource. As a result, the City shall manage and protect that resource in a responsible way.
- Prime soils and agricultural operations are both a key economic resource in the community and a critical component of the City's heritage. As such, efforts shall be taken to preserve and protect these resources.

- History is a key resource to the community's quality of life and tourism economy, which shall be preserved and protected through City activities and support of organizations dedicated to these goals.

Tactical Goals and Strategies:

- Collaborations shall be established with regional agencies to leverage grant funds to implement key creek protection projects and programs. Specific goals include a Tally Ho/Corbett Canyon Creek restoration project, Arroyo Grande Creek restoration project, Meadow Creek sedimentation project, and Arroyo Grande Creek overflow retention project.
- Programs will be established to fund, encourage and establish ag conservation easements on existing agricultural properties. The goal of creating a minimum of two additional ag conservation easements has been established.
- The Local Historic Resources Committee, program and inventory shall be fully implemented.
- The City shall coordinate Arroyo Grande Creek activities with the Habitat Conservation Plan.
- The City shall establish itself as a leader and serve as a positive example by instituting practices and programs that reduce air emissions, as well as other forms of pollution.

FINANCIAL/HUMAN RESOURCES

Strategic Directions:

- Policies shall be established consistent with the City's long-range financial plan to ensure long-term fiscal stability and the ability to meet future needs.
- Efforts shall be implemented to ensure local sales tax revenues are utilized consistent with the purposes communicated to the community and outlined in the long-range financial plan.
- Personnel is the City's most valuable resource and shall be managed in a way to create a stable and effective workforce responsive to the community, to create a quality working environment, and to ensure a consistent high level of productivity.

Tactical Goals and Strategies:

- Funding strategies outlined in the City's long-range financial plan shall be implemented.
- A vehicle replacement fund shall be established.
- Long-term liabilities shall be funded on an ongoing basis or adjusted to ensure they can be funded.
- A comprehensive annual financial report shall be prepared on an ongoing basis.
- A succession planning program shall be implemented to ensure an ongoing effective workforce.
- Development of staff shall be supported through continuing education and training.

TECHNOLOGY

Strategic Directions:

- Technology shall be utilized to increase customer service and efficiency. However, it shall be managed in a way to ensure appropriate resources exist to maintain data and systems on an ongoing basis.
- On-line and cablecasting resources shall be utilized to enhance communication, information and interaction with the public.

Tactical Goals and Strategies:

- The City's web site shall be expanded to include on-line payments and on-line permit applications.
- Automated permit application and tracking shall be expanded to increase customer service and reduce staff demands.
- Citywide geographic information system applications shall be expanded and integrated with existing databases.
- Document imaging shall be expanded to provide for ongoing efficient storage and access to City records.
- Webcasting of City Council, Planning Commission and potentially other advisory body meetings shall be developed and implemented.
- Utilization of the City's cable channel shall be increased to provide public information and education regarding City issues and efforts.
- A Citywide automated citizen request tracking system shall be developed and installed.
- A computer kiosk shall be made available at City Hall to facilitate public access to website and application/permit tracking data.
- Enhanced firewall and spam filtering capabilities shall be implemented on the City's computer system.
- The City's broadband Internet connection shall be upgraded.
- Capability of use of mobile devices and services shall be expanded to improve service and efficiency.

PUBLIC SAFETY

Strategic Directions:

- Coordination with neighboring jurisdictions shall be pursued to increase effectiveness of public safety services.
- Partnerships will continue to be pursued to solicit the participation of the community in accomplishing public safety goals, programs and the community based policing and government philosophy.
- Increased communication and interconnectivity shall be pursued to ensure effective multi-jurisdictional capabilities in response to disasters and major incidents.

Tactical Goals and Strategies:

- The joint fire service relationship with the City of Grover Beach shall be expanded.

- Opportunities for joint maintenance, purchase and utilization of Fire apparatus shall be pursued.
- Disaster preparedness training and activities shall be expanded within the organization and community.
- Joint dispatch concepts shall be developed and implemented if feasible and cost effective.
- Neighborhood watch programs shall be expanded.
- The Neighborhood Officer program shall be enhanced.
- The Citizens Assisting Police program shall be enhanced.
- Fire staffing, administrative and training needs shall be planned for and addressed.