



















***The survey identified the following as the most important changes the City could make to improve the quality of life in Arroyo Grande.***

- 1-A: Improving streets, roads, and infrastructure
- 1-B: Limiting growth/development and preserving the small-town feel
- 1-C: Providing affordable housing
- 1-D: Reducing traffic congestion

***When presented with a list of 12 services that could be funded by a future sales tax measure, voters were most interested in the following.***

- 2-A: Maintaining local streets and repairing potholes
- 2-B: Maintaining and repairing public buildings/infrastructure, including sidewalks, curbs, flood prevention infrastructure and storm drains
- 2-C: Maintaining parks and recreation facilities
- 2-D: Provide fire protection and emergency medical response services

The following values are indicated below in order to reflect the aforementioned community-identified priorities:

A community that is more **“secure” in essential public resources and infrastructure** such as water, sewer, housing, and transportation.

A better **“balanced” economy** that offers a diversity of employment opportunities in agriculture, retail, service, professional and other industries, and which supports family-managed and other small businesses.

A more **“affordable” community** where people who work locally can also afford to live and integrate their professional and personal/family roles, within a range of choices in housing type suitable for varied lifestyles and stages in life.

### 3. Priority Ranking Recommendations

The committee developed the following priority system and has made priority recommendations for each objective identified herein\*:

**PRIORITY 1:** The target timeline for completion or significant progress on key interim milestones on the work elements identified herein is within the next **3 to 6-month period**.

*Alternative Priority 1: Attempt to prioritize department work program in the upcoming FY 2020-21 City Budget.*

**PRIORITY 2:** The target timeline for completion or significant progress on key interim milestones on the work elements identified herein is within the next **6 to 12-month period**.

**Alternative Priority 2: Work when opportunity or capacity arises but not at the detriment of existing public services or higher Strategic Plan priorities. Attempt to prioritize department work programs in the upcoming FY 2021-22 City Budget.**

**PRIORITY 3:** The target timeline for completion or significant progress on key interim milestones on the work elements identified herein is within the next 12 to 24-month period.

**Alternative Priority 3: Work when opportunity or capacity arises but not at the detriment of existing public services or higher Strategic Plan priorities. Attempt to prioritize department work programs in the FY 2022-23 City Budget.**

**PRIORITY 4:** The target timeline for completion or significant progress on key interim milestones on the work elements identified herein is long-term, within the next 5-10 year time period.

\*These priorities are intended to coincide with budget priorities. Specifically, strategic priorities within the next 2 years should be reflected in the next 2-year budget.

#### 4. STRATEGIC PLAN PRIORITIES\*

- I. ECONOMIC DEVELOPMENT
- II. HOUSING PRODUCTION
- III. INFRASTRUCTURE/CIRCULATION
- IV. LEADERSHIP AND GOVERNANCE
- V. PUBLIC SAFETY AND SERVICES
- VI. WATER SECURITY

*\*Listed in alphabetical order; not in order of priority.*

#### I. ECONOMIC DEVELOPMENT

##### GOALS

- A. **ECONOMIC RECOVERY.** The financial impacts from COVID-19 to City revenues and the community in general, although not yet knowable, will at least be significant. To the community's benefit, core aspects of this plan involve efforts to increase economic opportunities throughout the community and can be used as a critical component for a immediate recovery from the economic impacts of COVID-19 and to assist in developing upcoming FY 2020-21 budget priorities.
- B. **OPPORTUNITIES.** An ongoing and comprehensive effort shall be implemented aimed at job creation, business retention and expansion, and new business development.
- C. **HEAD OF HOUSEHOLD JOBS.** While City revenue shall be an important goal of economic development efforts, equally important shall be an emphasis on attracting businesses that provide head of household jobs, meeting the needs of the community, maintaining the character of the community, and enhancing overall quality of life.
- D. **TOURISM.** The City shall target efforts to develop visitor-serving businesses in the community, including support for existing businesses impacted by COVID-19.

##### OBJECTIVES

###### OBJECTIVE ED-1: PRIORITY 1

###### Identify Potential Uses for SB 1090 Mitigation Funds.

- a. Confirm with legal counsel allowable uses for SB 1090 Funds.
- b. Explore potential uses of a portion of the funds to assist in economic recovery and future growth following COVID-19 crisis.
- c. For opportunity sites within the City, consider funding studies similar to the East Grand Avenue Master Plan Demographic and Market Analysis; Land and Economic Strategy Updated June 2019 Prepared By Kosmont.
- d. Consider developing a community grant program for small business owners that meet certain head-of-household job creating criteria and considering impacts of COVID-19.

- e. Consider funding cost effective consultant resources to increase staff capacity to implement economic development efforts.
- f. Collaborate with local and regional partners to identify target industries, regional opportunities, and local capacities.

OBJECTIVE ED-2: **PRIORITY 1**

**Sales Tax Measure.** This work element is high priority because the November 2020 election is fast approaching and a number of items have to be completed in order to develop such a measure to be placed on the November 2020 ballot, and because it is consistent with community-identified priorities (1-A), (1-D), and (2-A-B-C-D).

OBJECTIVE ED-3: **PRIORITY 1**

**Cannabis.** Consider placing a measure on the November 2020 ballot to allow the City to tax cannabis activities in the event that the City determines to permit cannabis activities within the City in the future. This work element is a priority because of its potential to bring revenue to the City and because of the fast-approaching deadlines for additions to the November 2020 ballot.

OBJECTIVE ED-4: **PRIORITY 2**

**Develop Assets Map.** Develop and refine opportunity sites map of the City in an effort to convert opportunities into assets, including an evaluation of key infrastructure improvements and planning and zoning amendments necessary to enable development of opportunity sites (see attached draft opportunity sites map). This work element is a high priority because it will encourage economic development within the City.

OBJECTIVE ED-5: **PRIORITY 2**

**Branch Street Hotel.** This work element is high priority because sale of property will allow purchase of Camp Arroyo Grande, which will facilitate historic resource protection, create new amenities for residents, provide estimated revenues of \$600,000 in annual hotel tax to General Fund, and support tourism efforts.

*[Note: The COVID-19 pandemic has created significant short-term volatility in hotel development activities. The Committee recommends this effort as Priority 2 during the COVID-19 pandemic but to increase its prioritization when development conditions change during recovery.]*

OBJECTIVE ED-6: **PRIORITY 2**

**Camp Arroyo Grande.** This work element is high priority due to its ability to provide additional recreational and historic preservation opportunities within the City, and because it is consistent with community-identified priority (2-C).

OBJECTIVE ED-7: **PRIORITY 4**

**South County Regional Center.** This work element is high priority because the County-owned regional center property is not efficiently utilized and could be the home to many needed community facilities such as an expanded library and playground, shared space for non-profits, County and City Offices, conference facility, and Cuesta College Satellite uses, and is consistent with community-identified priority (2-C).

## II. HOUSING PRODUCTION

### GOALS

- A. **HOUSING ELEMENT.** The City shall supply housing units that are both consistent with the community's vision and meets regional and statewide housing requirements as identified in the new housing element.
- B. **REGIONAL HOUSING.** The City shall collaborate with all levels of government, the construction industry, lending institutions and non-profit organizations to develop effective strategies and efforts that will produce housing units for all income levels.
- C. **STREAMLINE PROCESSES.** The City shall seek to streamline the development permit approval process of housing projects where appropriate, always ensuring that customer-service remains a top priority.

### OBJECTIVE

#### OBJECTIVE HP-1: PRIORITY 1

**Housing Element Update.** This work element is a high priority based on deadlines imposed by the State of California, and because it is consistent with community-identified priority (1-C).

#### OBJECTIVE HP-2: PRIORITY 1

**Accessory Dwelling Unit Ordinance.** This work element is high priority based on new mandated requirements and deadlines imposed by the State of California, and because it is consistent with community-identified priority (1-C).

#### OBJECTIVE HP-3: PRIORITY 2

**New Housing Concepts Research.** The City shall conduct research, in partnership with other local agencies, and publicly study new housing concepts such as tiny homes, pre-approved floor plans, form-based codes, and other streamlining tools that are being explored in other jurisdictions. This work element is a high priority because of the current housing crisis and its link to economic development (1-C).

#### OBJECTIVE HP-4: PRIORITY 2

**East Grand Avenue Master Plan.** This work element is a high priority based on its potential to provide more revenue and housing opportunities for and within the City, the fact that planning by outside consultants is in progress and needs to be brought to completion, and because it is consistent with community-identified priorities (1-C) and (1-D).

#### OBJECTIVE HP-5: PRIORITY 3

**Fredericks Property.** This work element is high priority because of its potential to bring jobs, housing, and revenue opportunities to the City, and is consistent with community-identified priority (1-C).

OBJECTIVE HP-6: **PRIORITY 3**

**Review and Update Vacation Rental Ordinance.** The City shall conduct research and public study to understand impacts, both positive and negative, of vacation rentals as they relate to economic development and housing goals. This work element is high priority because of the current housing crisis and its link to economic development.

**III. INFRASTRUCTURE/CIRCULATION****GOALS****A. INFRASTRUCTURE**

- a. The City shall seek to establish proactive maintenance to minimize deferred maintenance as a priority when possible and to avoid future costly repairs.
- b. 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.
- c. 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.
- d. Infrastructure improvements shall be planned and prioritized to prevent hazards and ensure safety.

**B. TRANSPORTATION**

- a. Complete the Circulation Element update currently underway to ensure proper planning of circulation improvements within the City and appropriate contributions from development projects.
- b. 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.
- c. Connectivity shall be emphasized in ongoing City planning.
- d. Improvements shall be planned to facilitate and balance multi-modal transportation, including motor vehicle, pedestrian, bicycle and transit.
- e. Federal and State grant funding shall be pursued for infrastructure improvements to maximize leverage of City funding.

**OBJECTIVES**OBJECTIVE IFC-1: **PRIORITY 1**

**Sales Tax Measure.** This work element is high priority because the November 2020 election is fast approaching and a number of items have to be completed in order to develop such a measure to be placed on the November 2020 ballot, and because it is consistent with community-identified priorities (1-A), (1-D), and (2-A-B-C-D).

OBJECTIVE IFC-2: **PRIORITY 1**

**Pavement Management Plan.** This work element is high priority because it is consistent with community-identified priorities (1-A) and (2-B).

OBJECTIVE IFC-3: **PRIORITY 2**

**Circulation Element Update.** This work element is high priority due to various State of California deadlines (e.g., must adopt CEQA Traffic Impact Analysis Guidelines by July 1, 2020), its interrelationships with other General Plan element updates and policy decisions-making processes, and because it is consistent with community-identified priorities (1-A), (1-D), (2-A), and (2-B).

#### IV. LEADERSHIP AND GOVERNANCE

##### GOALS

- A. **FISCAL STABILITY.** 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.
- B. **IMPROVED TRANSPARENCY, CUSTOMER SERVICE, AND OPERATIONS.** The public trust is a key component of a successful and effective local government. The public trust can be increased by diligent and consistent discussion and application of best practices in all levels of the organization.
- C. **VALUABLE RESOURCE.** City staff is one of our most valuable resources. Employee career growth, capacity, competitiveness, and safety (including enhanced security measures) must be evaluated and maintained.

##### OBJECTIVES

OBJECTIVE LG-1: **PRIORITY 1**

**Long-term Liabilities.** This work element is a high priority and liabilities shall be funded on an on-going basis or adjusted to ensure they can be funded.

OBJECTIVE LG-2: **PRIORITY 1**

**Building Trust Through Transparency.** Improve quality of life and quality of services by connecting data, technology, and people. Strengthening our community by using technology to increase citizen engagement and user experience, increase cyber security, and maximize GIS (Geographic Information System) data.

OBJECTIVE LG-3: **PRIORITY 1**

**Comprehensive Annual Reporting.** This work element is a high priority and an annual financial report shall be prepared on an ongoing basis.

OBJECTIVE LG-4: **PRIORITY 2**

**Evaluate Capacity to Achieve Desired Results.** Evaluate staffing capacity levels and adjust accordingly to meet the demands of services being provided to the community. This is a high priority because highly skilled and dedicated public employees are a vital component of delivering the services and assets the public desires. City staffing levels were reduced significantly during the 2008 great recession and have never returned to full staffing levels.

OBJECTIVE LG-5: **PRIORITY 2**

**Maximize Public Participation in the Implementation of Strategic Plan.** During implementation of objectives stated in the Strategic Plan, increase public participation where appropriate.

OBJECTIVE LG-6: **PRIORITY 2**

**Annual State of the City Event.** Hold an annual “state of the city” day event where each City department has an informational booth and where community partner and service organizations are also invited to attend. This objective is a high priority because it will bring community together for a stronger and more informed city.

## V. PUBLIC SAFETY AND SERVICES

### GOALS

#### A. CUSTOMER SERVICE

- a. The City shall maintain current service levels in the short term while growing capacity to provide newly identified services, infrastructure, and community needs.
- b. The City shall Improve customer service where needed.

#### B. PUBLIC SAFETY.

Cooperation with neighboring jurisdictions shall be pursued to increase effectiveness of service and efficiency of cost of public safety services.

#### C. FACILITIES

- a. City facilities shall be maintained and improved to meet both current and future projected need in order to provide services in an effective manner.
- b. 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.
- c. A “life cycle” approach shall be utilized for planning, building, maintaining, 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.

#### D. RECREATION.

The City shall be committed to providing recreational services, opportunities and facilities for all sectors of the community.

## E. TECHNOLOGY

- a. 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.
- b. Online and cablecasting resources shall be utilized to enhance communication, information, and interaction with the public.

## OBJECTIVES

### OBJECTIVE PSS-1: PRIORITY 1

**Customer Service.** This ongoing work element has been identified by staff as a top priority for all departments.

- a. Community Development Department: Improve construction review services by streamlining processing, increasing communication with applicants, implementing submittal checklists, and decreasing response time.
- b. Public Works: Maintaining high level of service and response with available staff resources. Department is currently at minimum staffing limit. It is the Department's goal to increase staffing in conjunction with expanded City prioritized projects.
- c. Parks and Recreation: Invest in supporting the development of the City's population by meeting recreation demands of youth sports, recreation, and activity programs.
- d. City Hall: Evaluate and implement efficiencies and increased convenience for customers at City Hall through technology.

### OBJECTIVE PSS-2: PRIORITY 1

**Implementation of the Five Cities Fire Authority (FCFA) Strategic Plan.** This work element is a high priority given the outcome of Measure A Oceano Fire Response Funding. Evaluating and executing an efficient, affordable, and fair partnership without compromising effective service delivery.

### OBJECTIVE PSS-3: PRIORITY 1

**Implementation of the Police Department Strategic Plan.** Continue supporting and implementing the Police Department's Strategic Plan to ensure the ongoing delivery of effective public safety services. This work element is a high priority because police services are essential to a safe and secure community.

### OBJECTIVE PSS-4: PRIORITY 1

**Replacement Recreation Center.** Plan, fund, and construct a replacement Recreation Center in order to ensure the ability to deliver ongoing, high-quality recreation services to the community. This work element is a high priority because the existing Recreation Center is at the end of its operational life, and because it is consistent with community-identified priority (2-C).

### OBJECTIVE PSS-5: PRIORITY 2

**Community Programs (e.g., Citizens Academy, Emergency Response Team, Community Satisfaction Surveys).** Implement citizens academy, emergency response team, and regular

community satisfaction surveys. This work element is high priority because of its potential to provide educational, training, and outreach opportunities in the public safety arena, and because it is consistent with community-identified priority (2-D).

OBJECTIVE PSS-6: **PRIORITY 3**

**Soto Sports Complex Master Plan.** This work element is high priority based on the fact that the master plan is currently in progress, and because it is consistent with community-identified priority (2-C).

## VI. WATER SECURITY

### GOALS

- A. **SECURE WATER.** The City shall seek to securing adequate water supplies to meet current and future demands and changing weather patterns.

### OBJECTIVES

OBJECTIVE WS-1: **PRIORITY 1**

**Central Coast Blue Recycled Water Project.** This work element is high priority based on current grant deadlines, its relationship to water rate increases, and the immediate need to refine and adopt a memorandum of agreement (MOA) with regional partner agencies.

*[Note: The COVID-19 pandemic has created significant financial stress for water system uses. The Committee recommends this effort as Priority 1 during the COVID-19 pandemic but to complete work that doesn't require consideration of rate increases or commitment of funding until conditions change during recovery.]*

OBJECTIVE WS-2: **PRIORITY 1**

**Continued Community Water Conservation Education and Practices.** This work element is and will continue to be an ongoing City effort as conservation of our most valuable resource and an immediate need.

### Attachments:

- #1 – Proposed Form to Establish and Track Performance Metrics (Implementation Plan)**  
**#2 – Draft Opportunity Sites Map**

Top 10 Council Priorities  
Fiscal Year 2020-21 Work Items

**COVID-19 Response**

1. Ongoing response to changes in State and local COVID-19 orders and regulations, including changes to operations for local businesses and City functions and enforcement
  - Continue issuing temporary use and encroachment permits as necessary and appropriate to support changes in business needs throughout the reopening process
  - Continue supporting the parklet program throughout the reopening process and evaluate the potential for retaining parklets indefinitely
  - Continue providing recreation and childcare services in a safe and flexible manner, consistent with COVID-19 orders and restrictions
  - Review requests from business owners and the public for accommodations and enforcement in light of changing COVID-19 orders and restrictions
  - Adapt City functions to the reopening process in a manner that ensures the safety and overall wellbeing of employees and the public while also continuing to deliver excellent customer service

**Fiscal Stability and Economic Development**

2. Continue ensuring fiscal stability for the organization throughout the planning, budgeting, and expenditure processes
  - Prepare and present year-end and quarterly financial reports to Council
  - Prepare a biennial budget for Fiscal Years 2021-22 and 2022-23
  - Continue supporting the Five Cities Fire Authority's evaluation of financial and service level options for the delivery of cost-efficient fire and emergency services in Arroyo Grande
3. Develop short- and long-term economic development goals of the City in light of the adopted Economic Development Element, and evaluate and allocate SB 1090 funds for programs consistent with these economic development goals
  - Discuss and identify short- and long-term economic development goals by the Winter of 2020/2021
  - Evaluate and allocate SB 1090 funds for programs consistent with the identified economic goals by the Spring of 2021

**Affordable Housing**

4. Complete and adopt an updated Housing Element consistent with State law by January 2021
5. Complete and adopt an amended ADU Ordinance that also addresses Tiny Homes on Wheels, and support the completion of pre-approved ADU plans that will streamline the ADU approval process

**Infrastructure and Water Resilience Planning**

6. Complete and adopt an updated Circulation Element
7. Complete and approve a Water/Wastewater Rate Study in the Spring of 2021
8. Complete and approve a Central Coast Blue Memorandum of Agreement that builds upon the framework approved by Council on August 25, 2020
9. Receive an update and review the future of the Brisco Interchange Project before February 2021

**Organizational Excellence, Including Diversity, Equity, and Inclusion Initiatives**

10. Continue stabilizing and strengthening the organization through recruitment, retention, and structural adjustments, and develop and implement a Council-adopted goal to promote diversity, equity, and inclusion
  - Present a proposed policy to Council supporting diversity, equity, and inclusion by the Winter of 2020/2021
  - Implement diversity, equity, and inclusion initiatives in areas of hiring, retention, and community engagement
  - Recruit and retain new employees for key vacant positions
  - Continue implementing operational changes to optimize efficiency while maintaining excellent customer service
  - Continue updates to our Police Department's policies, practices, and training, including those that address diversity, equity, inclusion, and use of force
  - Support the Police Chief's development and implementation of a public outreach plan

\*Items that do not include specific deadlines or dates are intended to be completed by the end of Fiscal Year 2020-21.

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