



MAJOR CITY GOAL FY 2020-21 WORK PROGRAM

ECONOMIC DEVELOPMENT

GOAL STATEMENT

Develop and implement economic development strategies that support business retention and attraction, tourism marketing and development, revenue generation and effective permit processing.

STAFF LEAD: Matthew Bronson, City Manager; Bruce Buckingham, Community Development Director

TASK	DATE
Business Retention and Attraction	
1. Work with Chamber to meeting periodically with local businesses on key issues facing business community	Ongoing
2. Work with Chamber on business development strategy including business retention and attraction efforts such as new Grover Beach co-working space	July 2020
3. Develop and implement business support initiative with remaining SB 1090 funds	July 2020
4. Collaborate with partner agencies to identify economic development strategies to support regional economy	Ongoing
5. Work with Digital West on marketing efforts to promote broadband use by businesses	Ongoing
Tourism Development	
1. Begin oversight and construction management for Urban Commons hotel at 950 El Camino Real	March 2021
2. Continue processing development application for 1598 El Camino Real hotel project for Council consideration and entitlement	September 2020
3. Continue involvement in Grover Beach Lodge project in conjunction with lead agency State Parks and issue City permits for initial construction	June 2021
4. Begin tourism marketing discussions including formation of a Tourism Business Improvement District to promote tourism to Grover Beach	July 2020
Commercial Cannabis Activities	
1. Continue compliance activities and revenue collection for commercial cannabis businesses	Ongoing
2. Process additional development applications for commercial cannabis businesses	Ongoing
3. Review current ordinances, regulatory costs and fees, and tax structure and engage the Council on potential policy or operational changes	April 2021



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4. Revise ordinances as directed by Council and present revised ordinances for adoption	June 2021
Permit Processing	
1. Begin implementation of sign ordinance update with businesses in the city	July 2020
2. Complete Engineering City Standards and Specifications	December 2020
3. Continue to implement other recommendations from 2018 development review study to streamline development review process	Ongoing

KEY POLICY/OPERATIONAL ISSUES

- Extent of economic losses in the wake of the COVID-19 pandemic and need for City support for the business community
- Continued implementation of economic development services contract with the South County Chambers of Commerce to improve business retention, recruitment, and marketing
- Continued focus on commercial cannabis industry and hotel development projects given economic activity and development opportunities along with additional tax revenues
- Importance of maximizing potential of broadband network for business attraction and retention
- Involvement in regional economic development strategies to ensure community economic vitality in the future particularly to recover from the COVID-19 pandemic

FINANCIAL RESOURCES REQUIRED

FY 2020-21 Cost Summary	
Business support initiative	\$100,000
Economic development contractual services	\$75,000
Economic development assistance to outside groups	\$25,000
Total	\$200,000

FY 2020-21 Funding Sources	
SB 1090 economic development funding (one-time)	\$175,000
General Fund funding	\$25,000
Total	\$200,000



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HOUSING AND HOMELESSNESS

GOAL STATEMENT

Collaborate with developers and non-profits in efforts to increase housing availability particularly affordable housing units and partner with regional agencies and organizations to address homelessness challenges in the city and region.

STAFF LEAD: Bruce Buckingham, Community Development Director

TASK	DATE
1. Select developer for South 13 th Street affordable housing project	August 2020
2. Conduct joint City Council/Planning Commission meeting to review draft Housing Element update	August 2020
3. Approve and submit Housing Element update to State	November 2020
4. Secure consultant for updating Development Code to accelerate housing production funded by SB 2 grant funding and begin code update process	February 2021
5. Conduct public outreach on Development Code update process	April 2021
6. Continue to partner with the 5Cities Homeless Coalition and other agencies and stakeholders on addressing homelessness including securing outside grant funding	Ongoing

KEY POLICY/OPERATIONAL ISSUES

- Tasks of this new Major City Goal are relatively limited initially with significant focus on Housing Element update
- Changes in housing will take time as City has relatively limited role in actual housing production aside from advancing affordable housing projects on City property
- Continued difficulty in addressing homelessness issues given regional nature of issues

FINANCIAL RESOURCES REQUIRED

FY 2020-21 Cost Summary	
Housing Element update	\$60,000
Development Code update (costs will carry over into FY 2021-22)	\$160,000
Total	\$220,000

FY 2020-21 Funding Sources	
LEAP grant funding	\$45,000
SB 2 grant funding (funding will carry over into FY 2021-22)	\$160,000
General Fund	\$15,000



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HOUSING AND HOMELESSNESS

Total	\$220,000
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PUBLIC SAFETY

GOAL STATEMENT

Ensure quality, contemporary public safety services (police, fire, emergency medical) by providing adequate resources to meet existing demands; and by engaging businesses and the community in addressing public safety challenges, such as vagrancy problems near commercial areas, neighborhoods and parks.

STAFF LEAD: **John Peters, Chief of Police; Stephen Lieberman, Five Cities Fire Chief**

TASK	DATE
1. Implement amended Joint Powers Authority agreement to sustain emergency medical, fire and rescue services with the Five Cities Fire Authority	July 2020
2. Increase capabilities of Community Camera Program through collaborative partnerships with public/private industries and the addition of cameras to schools, parks and commercial areas	July 2020
3. Continue Police Department recruitment efforts to attain full staffing in all positions	July 2020
4. Convert the current Police Department Executive Assistant into a dual-purpose role that will include management and crime analysis.	September 2020
5. Complete a Police Department Strategic and Succession Plan	January 2021

KEY POLICY/OPERATIONAL ISSUES

- Continued difficulty with Police recruitment and retention which leads to low staffing levels responding to high annual volume of service calls
- Increasing demand from the community for traffic safety improvements through engineering, environmental design, education and enforcement
- Work with member communities to sustain and support responsive fire and emergency services with the Five Cities Fire Authority through both the global pandemic and associated fiscal emergencies.

FINANCIAL RESOURCES REQUIRED

FY 2020-21 Cost Summary	
Police technology and strategic planning	\$75,000
Total	\$75,000

FY 2020-21 Funding Sources	
General Fund	\$75,000
Total	\$75,000



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STREET AND OTHER CAPITAL IMPROVEMENTS

GOAL STATEMENT

Continue improvements to major and local streets using Measure K-14 funds, SB1 funds and other resources while incorporating other desirable capital improvements such as utility upgrades and “complete streets” improvements; and improve other infrastructure such as City parks, recreation facilities and other public buildings.

STAFF LEAD: **Greg Ray, Public Works Director/City Engineer; Erin Wiggin, Capital Improvement Projects Manager**

TASK	DATE
1. Continue to identify key streets and intersections for implementation of sidewalk infill, traffic calming and safety enhancements	Ongoing
2. Complete design and begin construction of 16 th Street Park improvements (CIP 1004)	March 2021
3. Complete Master Plan of Ramona Garden Park improvements (CIP 1258)	July 2020
4. Begin Citywide Disability Access Improvements project with curb ramp at 4 th Street and Grand Avenue and improvements on South 16 th Street (CIP 3003)	September 2020
5. Conduct assessment district formation study (CIP 3393)	February 2021
6. Repair storm water cross-gutter at 12 th Street and Nacimiento Avenue (CIP 2002)	October 2020
7. Implement initial phase of Annual Street Lighting Project on North Oak Park Boulevard (CIP 2003)	March 2021
8. Complete annual construction of Citywide Sidewalk Improvements (CIP 2273)	December 2020
9. Complete design and develop construction documents for the Major Street Maintenance project (CIP 2283) with the first phase being South Oak Park.	May 2021
10. Complete construction of CIP 2295-11 (North and South 14 th Street, North 8 th Street, South 9 th Street)	April 2021
11. Complete design and begin construction of CIP 2295-10 (streets in the vicinity of Grover Beach Elementary)	April 2021
12. Begin design of CIP 2295-12 (streets to be determined)	September 2020
13. Begin design of Undersized and Failing Water Mains (CIP 4004)	December 2020
14. Begin construction of CDBG water line upgrades (CIP 4267-2)	September 2020
15. Begin construction of sewer system upgrades (CIP 5001)	December 2020
16. Front Street Lift Station Upgrades (CIP 5003)	February 2021



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STREET AND OTHER CAPITAL IMPROVEMENTS

KEY POLICY/OPERATIONAL ISSUES

- Funding availability for improving arterials and major streets given limited funds from Gas Tax and Local Transportation Funds.
- Incorporating sidewalk infill, traffic calming, and other safety enhancements desired with street improvement work.
- Addressing deferred maintenance needs with City facilities including Police/Fire Stations, Community Centers, and parks.
- Continuing to achieve accelerated pace of improvements with limited engineering and field maintenance staff resources.



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STREET AND OTHER CAPITAL IMPROVEMENTS

FINANCIAL RESOURCES REQUIRED

FY 2020-21 Cost Summary	
CIP 1004 Construction of 16 th Street Park Improvements	\$485,000
CIP 1258 Complete Master Plan of park improvements	\$15,000
CIP 2002 Nacimiento Cross Gutter Construction	\$70,000
CIP 2003 Annual Street Lighting Project - *Funding Carry Over FY20	\$100,000
CIP 2273 Construction of Citywide Sidewalk Improvements	\$236,000
CIP 2283 Design Major Street Maintenance Program	\$250,000
CIP 2295-10 Street Project Design and start construction (Portions of Seabright, Manhattan, S. 10 th .)	\$1,100,000
CIP 2295-11 Street Project Construction (Portions of 14 th , N. 8 th , S. 9 th)	\$2,190,000
CIP 3002 Master Plan City Corp Yard Improvements – *Funding Carry Over FY19	\$75,000*
CIP 3003 Annual Disability Access Improvements	\$60,000
CIP 3393 Assessment District Study for the Ramona Square Parking Lot	\$50,000
CIP 4001 Central Coast Blue	\$746,200
CIP 4004 Water Main Upgrades	\$257,000
CIP 4267-2 CDBG Upgrade of 2” and 4” Water Mains	\$2,361,000
CIP 5001 Sewer Systems Upgrades	\$600,000
CIP 5003 Front Street Lift Station Upgrades	\$89,000
Total	\$8,509,200



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STREET AND OTHER CAPITAL IMPROVEMENTS

FY 2020-21 Funding Sources	
2017 Street Bond	\$3,290,000
Water Fund	\$1,003,200
Wastewater Fund	\$89,000
Wastewater DIF	\$600,000
Local Transportation Funds (LTF)	\$416,000
CDBG	\$2,361,000
General Fund	\$300,000
Parks DIF	\$210,000
Parks Trust Account	\$40,000
Parks Grant – Prop 68	\$200,000
Total	\$8,509,200