

**To:** \_\_\_\_\_ **COMMISSION**

**From:** (DEPARTMENT HEAD, DEPARTMENT)

**TITLE**

COMMISSION INPUT RELATED TO DEVELOPMENT OF GOALS AND OBJECTIVES FOR THE CITY'S STRATEGIC PLAN

**RECOMMENDATION**

Receive report and provide input to City Council as appropriate.

**BACKGROUND**

On October 22, 2019, the City Council conducted its bi-annual Strategic Planning Session and began preparation of the City's next Strategic Plan. This particular Strategic Planning Session involved the review and possible revision of the City's 10 year goals covering the 2016-2026 time frame. As you will see in this report, there were three options for creation of 10-year goals. The options are listed below:

**Option One** – Retain Existing 10 Year Goals – 2016-2026 (not in priority order)

- Be the premier waterfront location on the West Coast
- Secure funding for new safety facilities and City Hall
- Create the most innovative law enforcement agency in America
- Secure a voter-approved plan for a de-industrialized AES site
- Revitalize the South Bay Galleria
- Increase and enhance parks and public open space

Based on discussion that occurred as part of the October 22, 2019 Strategic Planning Session, revised 10 years were drafted and are now being distributed to City Commissions for review and input based on direction of the Mayor and City Council at their December 10, 2019 meeting. Revisions to the 10-year goals were identified as follows:

**Option Two** – Replace the 10 Year Goals to Read as Follows – 2019-2029 as drafted on October 22, 2019 (not in priority order)

Through Community Engagement:

- Ensure long-term financial security/stability
- Foster environmental sustainability and livability
- Prepare and enact a comprehensive transportation and mobility plan
- Implement innovative public safety, health, well-being, and quality of life initiatives
- Equitably streamline organizational processes to improve efficiency, transparency, and accessibility for the City as a whole

In addition, as part of the Strategic Planning Process, the below materials were shared by City Council Member Christian Horvath in an effort to provide a comprehensive listing of goals and objectives for consideration.

### **Option Three – More Detailed 10 Year Goals / Policy Directives**

1. Ensure Long-Term Financial Sustainability through robust Economic Development, Public Infrastructure Investments and Other Strategies
  - Economic Development:
    1. Artesia / Aviation
    2. Riviera Village
    3. Waterfront
    4. North End / Industrial
    5. AES / EIFD
  - Infrastructure Investments
    1. Parks & Open Space
    2. Municipal Broadband plan for Businesses and residents
    3. Herondo Right-of-Way Plan
    4. Re-imagine North RB neighborhoods by under-grounding utility poles, expanding sidewalks, creating easements, planting trees
    5. City Facilities: new public safety facility / upgrades / etc.
    6. Smart Streets
  - Other Financial Sustainable measures
    1. Sales & Transaction Use Tax protection
    2. Street Lighting and Landscaping District
    3. MOU reforms (where necessary)
    4. If allowing commercial cannabis sales – Do we apportion sales tax or other local tax from this to Public Safety / Health fund?
2. Ensure Environmental Sustainability, Livability, Public Health & Safety by evaluating all policy and operational decisions through the lens of a Climate Emergency.
  - Zero waste
  - Updated building codes / design guidelines
  - If backup generators are diesel – move to bio-diesel OR battery backup
  - Solar for city buildings
  - Expand tree canopy / enact ordinance
  - When financially feasible transition municipal CPA accounts to 100% Clean Energy
3. Enact an Enhanced Multi-modal Mobility & Connectivity Plan
  - Create protected Bike Path Network
  - Plan and implement complete streets
  - Improve walkability – especially in dense NRB neighborhoods

- Invest in Micro-transit
  - Improve Muni transit services in collaboration with other Munis and LADOT for improved and expanded express service to job centers
  - Partner with RBUSD on better micro-transit options to get kids to school
  - Consider lowering residential speed limit to 20mph
  - Partner with BCHD on Streets For All educational safety component
4. Create and Execute innovative and cost-effective Public Safety, Health/Well Being and Quality of Life Policy Initiatives
- Conduct an Audit / evaluation of FD (much like we did with PD)
  - Explore newer models for service(s) including standalone and combo/cross trained models
  - Continue exploring / implementing innovative strategies / operations
  - Improve drone program and look for other creative applications with other departments
  - Explore predictive policing using better collection and analysis of data
  - Explore Multi-family Unit Smoking Ordinance
  - Continue Homelessness Strategies and push for expansion of Measure H guidelines to include flexibility for local government / public safety aspects
  - Develop long-term Senior Services strategies
  - Reconsider the No-Host Ordinance
5. Streamline Governmental Processes with Improved Efficiency, Resilience, Responsiveness, Transparency & Accessibility
- Implement Moss Adams suggestions
  - Continue with efficiency / best practices audits
  - Re-Evaluate City Charter / potentially simplify
  - Re-evaluate Municipal code / expand and/or clean up
  - Expand OpenGov if possible to allow for more granular data access
  - Explore bringing Community Services back to City Hall
  - Continue work to simplify permitting processes etc.
  - Explore use of PT help for code enforcement needs
6. Create Long-Term Planning, Housing & Equity Policies that preserve or enhance future quality of life for ALL residents
- Complete General Plan and Design Guidelines
  - Inclusionary zoning policies
  - Explore rent freeze or protections for our renters?
  - Strategies for RHNA, affordable housing
  - Create Permanent Supportive Housing option(s) within city boundaries
  - Develop collaborative legal and political strategies to preserve as much local control as possible

- Prepare for Land use, public health and legal issues as it relates to eventual 5G Telecom implementation
- Explore Community Benefit Agreements Policy and Multi-Parcel Development Standards
- Collect better data to help inform future policies and strategies

### **Request for Input from City Commissions and Members of the Public**

As referenced above, the Mayor and City Council directed that the information in this report be shared with the various City Commissions for review and input. If the Commission has a preference on which of the three options to proceed with, or if the Commission believes the City should not identify 10-year goals, it would be helpful for the City Council to receive this feedback in written form by April 1, 2020. The preferred method for providing input to the City Council would be in the form of a memorandum which staff can draft for review at your next meeting based on direction of the Commission at tonight's meeting. It has been mentioned that the goals identified in Option 3 above could serve as both 10-year goals as well as three-year goals.

After Council makes a final determination on the issue of 10-year goals, further attention will be given to the refinement of three-year goals which remain as follows (not in priority order):

- Modernize City communication systems
- Vitalize the Waterfront, Riviera Village, Artesia Corridor, and South Bay Galleria
- Ensure Sustainability, Livability, and Health by completing the General Plan update and by implementing environmentally responsible programs
- Assess, prioritize, and plan for park/open space acquisition and for reconstruction of major City facilities and infrastructure
- Maintain a high level of public safety with public engagement

As a final note, included as an attachment to this report are draft Strategic Plan objectives for the next six-month period ending April 15, 2019 along with a Statement of the City Core Values and Clarifying Statements.

### **ATTACHMENTS**

Strategic Plan

City Core Values and Clarifying Statements.