



CITY OF PACIFIC GROVE
300 Forest Avenue, Pacific Grove, California 93950

AGENDA REPORT

TO: Honorable Mayor and Members of the City Council
FROM: Ben Harvey, City Manager
MEETING DATE: March 15, 2017
SUBJECT: City Council Refined Goals and Proposed Values, Vision and Mission Statements
CEQA: Does not constitute a "Project" under California Environmental Quality Act (CEQA) Guidelines Section 15378.

RECOMMENDATION

Adopt the City Council's Refined Goals, and Proposed Values, Vision and Mission Statements.

DISCUSSION

The City Council has twice met in the past two months (on January 28 and February 22) to discuss its proposed goals. From this effort, the City Council has produced a list of refined goals, with corresponding strategies.

Near the conclusion of its February 22nd meeting, the City Council directed the City Manager to bring back the refined goals for City Council review, and to draft proposed City values, vision and mission statements for City Council discussion and consideration.

Refined goals with corresponding strategies:

1. **Financial Sustainability:** Maintain fiscal sustainability through prudent financial plans that balance anticipated revenue with long term needs.
 - a. Ensure services and staffing reflect and anticipate requisite resources
 - b. Adopt a revised Master Fee Schedule that better reflects the City's true cost for services
 - c. Conduct a comprehensive contract and lease review, and implement corresponding best practice improvements

2. **Infrastructure:** Continue to build and improve the infrastructure needed to match existing and anticipated needs.
 - a. Address safety concerns
 - b. Improve City walkability
 - c. Ease traffic

- d. Commission a comprehensive streets and sidewalk needs assessment with corresponding improvements schedule
 - e. Develop and implement a comprehensive Recreation Trail and Ocean View maintenance and beautification plan
 - f. Improve the speed, availability and delivery of internet service
3. **Placemaking:** Support a dynamic and robust local economy through the development and adoption of an economic development strategy centered on the concept of “placemaking”.
- a. Implement findings from the adopted Highway 68 Study
 - b. Review existing City entry signs and recommend enhancements
 - c. Improve appearance, accessibility and integration of Lover’s Point, including the implementation of the proposed Julia Platt Plaza
 - d. Upgrade Jewell Park
 - e. Create and implement an “adopt a park” program
 - f. Review and revise the existing outdoor dining program
4. **Cultural Heritage:** Safeguard the cultural heritage of the community through effective programs, education and policymaking.
- a. Implement the Library Renewal Project
 - b. Implement the proposed Historic Preservation Ordinance Zoning Changes
 - c. Commission a historical survey
 - d. Establish and implement a revised Poetry Program
5. **Environment:** Preserve the community’s unique natural assets and resources through appropriate environmental stewardship.
- a. Adopt the Local Coastal Plan
 - i. Consider a Coastal Parks Plan Update
 - b. Create a storm water plan
 - c. Update the sewer master plan
 - d. Consider the forthcoming MRWPCA pump station relocation proposal
 - e. Add electric vehicles to the City fleet
 - f. Create a composting program
 - g. Create a public tree stewardship plan that addresses both potential hazard trees and private property evaluations
6. **Revitalize Downtown:** Stimulate business within the City’s historic downtown while preserving its unique “small-town” charm and feel.
- a. Adopt best practices, create systems and improve processes to better shepherd proposed major projects
 - b. Propose a property-based improvement district
 - c. Create and adopt a façade improvement program
7. **Neighborhoods:** Work in partnership with community stakeholders to achieve safe and dynamic neighborhoods.
- a. Revitalize the neighborhood watch program

- b. Review and update the short-term vacation rental program
- c. Consider establishing neighborhood “seeding” programs

In reviewing this list of proposal goals and corresponding strategies, one additional goal category is recommended for City Council consideration:

- 8. **Operational Excellence:** Strive to update, improve and professionalize all City services to better serve the community, ensure best practices and retain/recruit the best people for the long-term health of the municipal organization.
 - a. Implement a work-place safety program
 - b. Finalize negotiations and adopt new contracts with employee associations
 - c. Pursue Police Department accreditation effort
 - d. Update/improve/enhance City personnel systems, policies, procedures and practices

Proposed Values:

- 1. Accountability
- 2. Transparency
- 3. Honesty
- 4. Integrity
- 5. Respect
- 6. Diversity
- 7. Inclusiveness
- 8. Responsibility
- 9. Constructive Dialogue
- 10. Community Involvement
- 11. Resource Stewardship
- 12. Continuous Learning and Improvement

Proposed Vision Statement:

An iconic seaside community that protects historic resources, promotes sustainable development and ensures respect for the environment.

Proposed Mission Statement:

Provide high quality and professional public services that address community needs while enhancing the quality of life.

Once the City Council has adopted its refined goals/strategies, City staff will develop a proposed corresponding work plan. This proposed work plan will be brought back in the near future for City Council consideration and anticipated adoption. In addition, it is recommended that the City Council consider a future effort to define its proposed values.

OPTIONS

- 1. Take no action.

2. Direct the City Manager to further revise the refined goals/strategies, and proposed values, vision and mission statements for City Council review at a future meeting.
3. Create a City Council Subcommittee to further revise the refined goals/strategies, and proposed values, vision and mission statement for City Council review at a future meeting.

FISCAL IMPACT

Funding to implement programs and services consistent with the City Council's refined goals will be included in the Fiscal Year 2017-18 budget.

RESPECTFULLY SUBMITTED:



Ben Harvey
City Manager