

Pre-Workshop Worksheet
Consolidated Notes from Councilmembers

Background: The City of San Luis Obispo is a dynamic community embracing its future while respecting its past with core values of **civility, sustainability, diversity, inclusivity, regionalism, partnership, and resiliency**. Every two years, in alignment with the financial plan, the City Council determines the most important and highest-priority goals for the City to accomplish over the next two years beyond the City's core services. Below is feedback from City Councilmembers about the current four Major City Goals to be considered in further discussion on February 8th at the City Council goal-setting workshop.

1. What **edits** to the **Major City Goals** would you make to focus on the most important items in these goal areas?

Climate Action, Open Space & Sustainable Transportation

Proactively address the climate crisis and increase resiliency through the implementation of the Climate Action Plan. Use resources to reduce greenhouse gas emissions and reach carbon neutrality by 2035, with a focus on the preservation and enhancement of convenient and equitable alternative and sustainable transportation, the preservation of open space, and equitable access to parks and open space.

Proposed edits to Climate Action, Open Space & Sustainable Transportation goal:

Maybe keep this top line (highlighted above) and move the rest to work items.

Delete the following: it is all included in the CAP, do we need to repeat all of the CP in our goal? Or can we hyperlink it?

, with a focus on the preservation and enhancement of convenient and equitable alternative and sustainable transportation, the preservation of open space, and equitable access to parks and open space.

I've been thinking about adding "Resilience," perhaps substituting for "Action." Not sure though. Staff feedback would be helpful. Possible options:

Climate Resilience, Open Space & Sustainable Transportation

-or-

Climate Action & Resilience, Open Space & Sustainable Transportation [clunky]

I think we should say a little more in the description about preparing for and adapting to the impacts of climate change.

I've been thinking about replacing "Sustainable Transportation" with "Safe Transportation" [maybe too narrow] or "Vision Zero." Not sure though.

I generally like how this goal's language is written as is, but I would simplify the top line to: "***Climate Action and Sustainability***". Then, within that, I would list priority areas for clarification as follows –

- Acquisition and care for open space and park lands
- Implementation of Climate Action Plan and Lead by Example tasks
- Implementation of Active Transportation Plan, Education efforts related to transportation mode shift and expansion of Mass Transit use.
- "Sustainability in all practices" goals (operationalizing sustainability into policies, procedures, capital planning, etc.)

Proposed work items to be considered or edited for the *Climate Action, Open Space & Sustainable Transportation* goal:

ATP Tier 1 Broad Street and Broad Street Specific Plan transportation improvements.

Community bicycle education in partnership with Bike SLO County and Cal Poly.

Implementation of the Vision Zero Plan.

Implementation of LHMP and CWPP.

Implement a robust, ongoing program for counting bikes and peds so that we can develop better mode share estimates.

Fully staffed and operational traffic enforcement in PD.

Detailed work plan items in each priority area include:

- **Acquisition and care for open space and park lands**
Trail system maintenance and improvements, first phase of Righetti Park and finish Righetti hill trails, purchase properties to enhance greenbelt and access to open space, improving bike facilities at Laguna Lake and Eucs
- **Implementation of Climate Action Plan and Lead by Example tasks**
Tree planting initiatives, urban forestry and maintenance programs, climate/emergency resilience actions, electrifying city fleet, adding public charging infrastructure, green building policies for community and city operations, carbon sequestration, tracking of embodied carbon, "greening" sewer and waste practices
- **Implementation of Active Transportation Plan, education efforts related to transportation mode shift and expansion of Mass Transit use**
Complete Higuera, Foothill and Broad Complete Streets "next steps" with completion of at least one of the three of these in 25-27, Taft Roundabout, provide education on use of bike infrastructure for riders and drivers, Transit service improvements (including items as possible, from the Short Range Transit and Transit Innovation Study)
- **"Sustainability in all practices" goals**

Secure funding for making our internal processes more Climate friendly, incorporate climate action in all policies, developing outcome measures to help determine when we have met climate action goals.

Potential Measures:

- Progress toward mode shift goals
- Proximity to carbon neutrality by 2030/2035 goals
- Vision Zero progress (reductions in traffic fatalities)
- Reduction in vehicle miles traveled
- Waste Diversion

Diversity, Equity and Inclusion (DEI)

Further our commitment to making San Luis Obispo a welcoming and inclusive city for all by continuing to incorporate diversity, equity, and inclusion into all programs and policies and advancing the recommendations of the DEI Task Force.

Proposed edits to Diversity, Equity and Inclusion (DEI) goal:

Keep this top line (highlighted above) and focus on fleshing out a new set of work items for the coming budget cycle.

remove the following “recommendations of the DEI Task Force” and swap with the “DEI Strategic Plan”.

None

Change to **“Diverse, Inclusive and Culturally Vibrant.”** Then, within that, I would list priority areas for clarification as follows –

- Continue to implement and advance recommendations of the DEI Task Force
- Promote programs, grants and initiatives to support cultural diversity, inclusivity and welcoming of differences
- Promote and support the arts and historical resources
- Promote civic engagement of those historically, or economically without a voice

Proposed work items to be considered or edited for the Diversity, Equity and Inclusion (DEI) goal:

Not at this time, though most work items should continue as operationalized.

I’m interested in possible increases to the grant program but I want to tie that to clear outcomes assessment of past grants. Ideally our grants are “investments” that local CBOs grow into greater benefits for the community.

Detailed work plan items in each priority area include:

- **Continue to implement and advance recommendations of the DEI Task Force**
Equity in hiring practices, recruitment of diverse candidate pools, other Task Force recommendations
- **Promote programs, grants and initiatives to support cultural diversity, inclusivity and welcoming of differences**
Continue DEI Business Grants, track development and sustainability of minority owned businesses over time, continue cultural event grants through PCC,
- **Promote and support the arts and historical resources**
Consider ways to grow public art, performance art, etc. through partnerships, seek funding for such endeavors, continue to work with owners of historic properties to preserve and protect these resources
- **Promote civic engagement of those historically, or economically without a voice**
Expand access to community academy and voter education for monolingual and historically under-represented groups, as well as voter education for all voters, find ways to engage those under 18 in local government,

Proposed measures:

- Racial/Ethnic Diversity of City Workforce shift
- Percentage of recruitments with diverse candidate pools
- Diversity and Advisory Body membership

Economic Resiliency, Cultural Vitality and Fiscal Sustainability

In collaboration with local partners, implement initiatives that reinforce a thriving and sustainable local economy, support a diverse, inclusive, and vibrant community, preserve arts and culture, and ensure fiscally responsible and sustainable city operations.

Proposed edits to Economic Resiliency, Cultural Vitality and Fiscal Sustainability goal:

Reinforce a thriving a sustainable local economy, as well as a diverse, inclusive and vibrant community culture... needs work.

Update the following “, inclusive, culturally vibrant community, along with fiscally responsible city operations.”

Cultural and Economic Vitality [city fiscal sustainability should be assumed]

Change to “**Responsible Government and Economic Vitality.**” Then, within that, I would list priority areas for clarification as follows –

- Provision of basic services and preparing for the future

- Sustainable financial planning and payment of obligations including pension
- Supporting business development and living wage jobs
- Supporting projects that increase economic opportunity

Proposed work items to be considered or edited for the *Economic Resiliency, Cultural Vitality and Fiscal Sustainability* goal:

Is 1.5.b referencing a design build charter amendment? If so, we should revisit a discussion around the timing of this effort.

I want to discuss the programs such as “buy local” given the lack of dedicated funding.

Greater attention to the Cultural Arts District; both physical improvements and programming.

Study of ideal TOT rate.

Another round of business incubator funding like the child care program.

Explore developing a conference center.

Advisory committee reform for staff effectiveness and cost savings.

Detailed work plan items in each priority area include:

- **Provision of basic services and preparing for the future**
Maintain core services including provision of clean water, waste management, public safety, parks, emergency planning, plan for new, 5th fire station, maintain roadways, sewer and water infrastructure, improve sewer infrastructure through sewer laterals or other similar programs (all with consideration of city growth needs), maintain and continue to improve and track use of ASK SLO, etc.
- **Sustainable financial planning and payment of obligations**
Collection of fines and fees to cover costs whenever possible, low income programs to support community members, ensure appropriate contingencies, keep up with pension obligation costs, continue to ensure enforcement of homestay ordinance, etc.
- **Supporting business development and living wage jobs**
Utilize TBID and PCC to support business development, research potential for incentivizing needed businesses in certain areas of the city, consider zoning or other changes to improve access to child/healthcare
- **Supporting projects that increase economic opportunity**
Support businesses through downtown parking incentives, special programs like “buy local bonus,” business development and special event grants, especially for small businesses and non-profits

Potential measures:

- Contingency levels maintained

- Additional Pension Payment made
- Maintenance or increase in head of household jobs created
- Customer satisfaction rates at or above ??%

Housing and Homelessness

Support the expansion of housing options for all, and continue to facilitate the production of housing, including the necessary supporting infrastructure, with an emphasis on affordable and workforce housing as well as accessibly connected development. Collaborate with local non-profit partners, non-governmental agencies, the county, the state, and federal governments to advocate for increased funding and implementation of comprehensive and effective strategies to prevent and reduce homelessness.

Proposed **edits** to *Housing and Homelessness* goal:

“Support the creation (in place of expansion) of housing for all.”

Item 7 under homelessness: I know there is extensive staff level collaboration with the county to align the strategic plans, but I would like to discuss whether there needs to be policy-maker level collaboration. i.e. are we pushing in the same direction?

Missing Middle Housing: What barriers are left to achieving the goal of allowing more of this type of housing to be built? Did we complete this goal?

Separate these two goals:

Increase Housing Quantity, Safety, and overall livability

Support the expansion of housing options for all, and continue to facilitate the production of maintenance of safe and healthy housing, including the necessary supporting infrastructure, with an emphasis on low-income, as well as accessible and attainable-workforce housing

Reduce and Prevent Homelessness

Collaborate with local non-profit partners, non-governmental agencies, all level of governments to advocate for increased funding and implementation of comprehensive and effective strategies to prevent and reduce homelessness.

Housing, Homelessness, and Tenant Protection

Change to **“Healthy, Safe, Livable.”** Then, within that, I would list priority areas for clarification as follows –

- Support and partner with others to reduce and prevent homelessness
- Promote deed-restricted affordable, missing middle and other non-traditional housing types

■ Efforts to ensure housing is safe and healthy

Continue to strive for diverse, neighborhoods that foster safety and community building

Proposed work items to be considered or edited for the *Housing and Homelessness* goal:

Tenant protections in evictions and safety buckets.

Rental registry.

Revision to STR ordinance to reduce abuses and provide avenues for addressing issues.

Initiate a rental registration list.

Consider other ideas from the Tenants Union requests which I think staff has reviewed.

Detailed work plan items in each priority area include:

- **Support and partner with others to reduce and prevent homelessness**
Continue HSG grants, CDBG funding for homeless and prevention services and non-congregate shelters/transitional housing and PSH, advocate for funding with state, national and county partners, continue with CAT and MCU implementation, seek funding for these efforts,
- **Promote deed-restricted affordable, missing middle and other non-traditional housing types**
Continue to seek funding for affordable housing and partnerships with county and state to fund, study session on housing policies like down payment assistance and other mechanisms to support low-income workers in needed fields (ex. Health care, child care).
- **Efforts to ensure housing is safe and healthy**
Consider no smoking ordinances in multi-family housing, code enforcement of safe housing issues, consider need for ordinances on mold, security, incorporate services nearby neighborhoods that are walkable/bikable and accessible by transit.
- **Continue to strive for diverse, neighborhoods that foster safety and community building**
Work with Cal Poly to continue to enforce zoning regulations related to fraternities operating in neighborhoods, continue to advocate for Greek Life housing on campus and education of students on expected behaviors in neighborhoods (good neighbor policies), consider ways to continue to diversify neighborhoods with different types of housing, services nearby, and household types per housing element.

Possible measures:

- RHNA goal status
- Pro-Housing and other affordable housing development awards

- Reduction in safe housing code enforcement fines/penalties by ??%

2. Are there any **Major City Goals** that need to be **added**? (Please note any added/new goals may have trade-offs in the existing workplan or reducing core services.)

Depending on how we reorganize the approach to major city goals. As value statements, I like the current number and theme.

I'm open to discussing tradeoffs.

See discussion below. If we keep Major City Goals then I'm probably fine adjusting the ones we have and not adding others. If we change to be more strategic then here are a few things I might add:

- General Plan Update
- Public Communication and Outreach
- Neighborhood Livability
- Wildfire Mitigation
- Public Safety Staffing
- ADA and Walkable Community
- Tenant Protection

No, just some tweaks, and would like to see us consider when something comes off the list of "Major City Goals," either because it's been operationalized, or because it's not needed anymore because we have "solved" the issue. (If that's even possible!)

3. Are there any **work items** that need to be **added** (besides what is listed above)? (Please note any added/new work items may have trade-offs in the existing workplan or reducing core services.)

I'm open to discussing tradeoffs.

Statistically valid community issues and priorities survey.

Some new ideas noted above including safe housing measures. Also need to refine codes, policies and practices related to fraternities in neighborhoods.

4. Within the current Major City Goals or current work items, what do you think could be **stopped or deferred**, if needed?

We may need to revisit a conversation around timing and pace. I'm getting the feeling that staff feels exhausted again and while there aren't many specific cuts I'm ready to propose, a slower pace may achieve similar cost savings. Also, is it time to talk about the golf course? How do we handle this resource?

This answer depends on our overall discussion and consensus of the city's priorities

I'm not prepared to answer today. I'll be prepared for this on Saturday, but nothing jumps out.

I don't know until I see status of workplan items completed and those that need to be ongoing.

5. Would you be interested in **changing the label of Major City Goals**? The intention behind relabeling the Major City Goals would be to create overarching bodies of work, rather than value statements, with specific work items, measurable goals, and timelines.

Yes, **if** there was still room to articulate the major city goals as pillars or foundations that the work items are then seated under. In general, the existing goals are still relevant and mean something to the community. I see this as an opportunity to restructure and retain rather than scrap the language that exists.

Yes, I am willing to change the names/labels. Our community should be able to give a 30 second elevator pitch on the community in which they live. What are we doing in the community and what do we want to stop or improve.

I'd rather use the term "Strategic Budget Priorities" or something like it. The use of "Major City Goals" is misleading because things like clean reliable drinking water, public safety, and other critically important city issues are excluded. Major City Goals should be reserved for strategic planning and reflect all of the critical city issues.

I proposed some new "labels" or "Priority Areas" above as overarching categories of priorities of:

- Climate Action and Sustainability
- Healthy, Safe and Livable
- Diverse, Inclusive and Culturally Vibrant
- Responsible Government and Economic Vitality

Under those, I have listed priority areas (these could be called something else, but are meant to explain what those overarching categories include).

Then, under those, I have suggested sample work plan items.

I would also recommend we come up with benchmark measures, to help us determine when we have reached our goals.

Councilmember Candidate Goals

Candidate Goal 1: Protection of Open Space and Natural Resources, Climate action and Resilience.

- Continue protection and maintenance of Open space
- Continue protection of Natural Resources
- Improve creek clean up and restoration, eliminating illegal camping in creek areas
- Expand urban forest and tree planting

- Laguna Lake maintenance & conservation easement over lake natural area
- Continue to implement our climate action plan, focusing on resilience
- Improve emergency preparedness for natural disasters: wildfire, flood, drought

Candidate Goal 2) Housing for Social, Economic and Neighborhood Balance

- Continue to facilitate affordable, supportive, senior and workforce housing
- Continue to work with partners to support services for the unhoused
- Update and enforce neighborhood livability (wellness) policies, including the 2015 City/Cal Poly/Cuesta Civility agreement of 2015
- Enforce removal of illegal fraternities from R-1 and R-2 neighborhoods
- Establish renter protection policies, including establishing a mandatory Rental Registration program
- Add needed code enforcement and Community service officers

Candidate goal 3) Economic and Cultural Vitality

- Support a thriving and sustainable local economy, including focus on the Downtown
- Reduce Downtown vacancies by connecting landlords experiencing vacancies with local businesses seeking brick and mortar premises
- Encourage local culture, the arts and arts education, focusing on the Cultural Arts District
- Protect and maintain historical resources partnering with nonprofits

Candidate Goal 4) Strengthening Community Sense of Well Being

- Complete and improve parks (shade retreats, splash pads, bike courses), including Righetti park
- Continue DEI policies in city administration and reach out to new residents, permanent and student
- Support youth, senior and mental health services, partnering with the county and nonprofits.
- Expand local volunteer opportunities
- Make the city a “Family Friendly workplace” (improve childcare options for employees)
- Continue to facilitate high speed internet access for all residents

Candidate Goal 5) Improving Public Safety

- Increase CAT, MCU and Community Service Officers, expand evening and weekend coverage.
- Hire more needed police officers
- Determine a location for Fire House #5 and expedite construction
- Hire an Emergency Operations Officer
- Educate cell phone users that they need to sign up for reverse 911 service
- Reinstate CERT and community emergency preparedness
- Improve notification of evacuation routes, including that of senior and disabled residents

- Work with Cal Poly to end St. Fratty's Day and prevent large student gatherings in the neighborhoods.

Candidate Goal 6) Infrastructure and Transportation

- Protect water security & improve ground water augmentation
- Extend purple pipe to older neighborhoods to save potable water
- Upgrade maintenance of streets for automobile, bicycle, and mass transportation
- Conduct actual usage, traffic counts and "origin/destination" studies for need, before building future permanent bike lanes or eliminating traffic lanes
- Prioritize improvement of dangerous streets and intersections, as well as evacuation routes
- Improve the safety of the Broad Street corridor

Candidate Goal 7) Fiscal Responsibility and Sustainability

- Continue to pay down PERS pension liability
- Overhaul and improve collection of business license fees
- Fully utilize measure Y (REOC) funds (as per statutory priorities) in the current budget cycle
- Analyze and improve fiscally responsible and sustainable city operation of essential services
- Pause or postpone expensive capital projects where feasible, if needed due budget deficits
- Avoid taking on more debt burden; refinance loans where possible