



KING CITY 20-YEAR STRATEGIC PLAN FEBRUARY 2019

PURPOSE

The objective of the City of King Strategic Plan is to establish an agreed upon vision of what the City and community wants King City to be and to look like in the future, as well as specific goals and strategies to address future needs and issues on a proactive basis. A 20-year planning period has been selected for the Strategic Plan.

The City has experienced substantial financial challenges during the past several years. It has worked hard and made substantial progress in establishing a positive direction for the future. A strategic plan is important to ensure resources are targeted as effectively as possible toward accomplishing an overall agreed upon direction.

PROCESS

The process of developing the Strategic Plan was designed to create a plan that is meaningful and will become the guiding document for all City efforts. To ensure this occurs, the City's 10-Year Long-Range Financial Plan will be based on the Strategic Plan and the annual budget will be based on the 10-Year Long Range Financial Plan. In this way, allocation of resources will be linked directly to implementation of the Strategic Plan.

The intent of the process was to accomplish the following key results:

- A plan that is based on data and analysis;
- A plan that addresses the community's most important existing and future needs;
- A plan that reflects the interests and needs of the entire community; and
- An action plan linked to achievable and identifiable strategies and directions.

The process included five primary steps. First, City staff prepared a needs assessment, which included a SWOT Analysis (strengths, weaknesses, opportunities, and threats), projected long-term needs, and an assessment of public input. Second, a City Council visioning public workshop was held. Staff presented the results of the needs assessment and a facilitator assisted the Council in developing vision statements for the City. Third, staff developed proposed goals and strategies to accomplish each of the vision statements. Fourth, the draft results were presented for City Council and public review. The Council was provided an opportunity to amend and add to the goals and strategies. Lastly, the final agreed upon items were established in a document for formal Council adoption.

MISSION

The Strategic Plan is based on the City's Mission Statement, which was developed through a comprehensive process that involved participation by the entire City staff and approved by the City Council. The City's mission is: "*Meeting the needs of our entire community through caring, professional and response services.*"

NEEDS ASSESSMENT

SWOT Analysis

The following is a summary of the results of the SWOT Analysis prepared by City staff:

Strengths:

- Diversity
- A community supportive of the City's efforts to implement positive change to address needs
- Cohesive Management Team and Council
- Numerous City amenities, including a municipal airport, local hospital, river, golf course, fairgrounds, pool complex, theatre, and community college satellite campus
- Mild climate
- Volunteerism from active groups, such King City in Bloom, King City Volunteer Fire Department, Sol Treasures, service clubs, and Young Farmers
- Mobility, including freeway access, lack of traffic, ease of walking and biking, and bus service
- Central location and proximity to many desirable areas
- Affordable housing relative to other central coast communities
- Access to Pinnacles National Park
- Government services
- History and identity
- Good partnerships with other agencies, including School Districts, Fairgrounds and Hospital

Weaknesses:

- Perception of the City as unsafe
- Aging infrastructure
- Student test scores
- Wind
- Lack of revenue and staffing necessary
- High unemployment and limited job market
- Lack of available housing and existence of substandard housing

- Lack of retail stores
- Remote location
- Deterioration of buildings
- Cultural segmentation

Opportunities:

- Potential to increase tourism due to proximity to wineries, Pinnacles National Park, ag tourism, and Steinbeck history
- 101 frontage properties available for development
- Cannabis tax revenues if permitted businesses open and are successful
- Potential for increased airport utilization
- Potential for increased utilization of recreation facilities, San Lorenzo Park, campground, Fairgrounds, Golf Course, and Salinas River
- Downtown revitalization
- Property available for development
- King City Community Power programs
- Competitiveness for grants due to needs and demographic data
- Potential for increased benefits from Fort Hunter Liggett
- Proposed Multi- Modal Transit Center project

Threats:

- City debt and future increases in pension costs
- Gentrification
- Increasing State mandates
- Lack of available housing
- Existence of gangs and potential return of crime
- Increasing construction costs
- Increased difficulty in attracting retail development due to on-line shopping
- Potential for economic recession
- Costs to achieve ADA compliance
- Potential for flood
- Potential for damage from earthquake due to unreinforced buildings
- Risk of being landlocked due to ag preserves
- Lack of water sources
- Infrastructure deficiencies

Community Input

The City has conducted two extensive public opinion surveys that were distributed to every household – one in 2016 and one in 2018. Based on the results of both surveys, the items the community feels are most important to enhance include the following:

- Efforts to improve public safety
- Efforts to establish long-term financial stability
- Attraction of stores that provide more shopping options
- Street lighting
- Enforcement of blighted and unsafe buildings
- Downtown revitalization
- Balance budget and repay debt
- Support for small business
- Street repairs and improvements
- Efforts to attract visitors to improve the local economy
- Job creation
- Youth recreation programs

Planning Efforts

The City has prepared a number of plans over the past few years that have established long-range goals to address a number of different priority needs and issues in the City. These include the following:

- Comprehensive Plan to End Youth Violence
- Wastewater Collection System Master Plan
- Wastewater Treatment Facilities Plan
- Downtown Streetscape Conceptual Plan
- Economic Development Strategy
- ADA Transition Plan
- Sidewalk Improvement Plan
- Pavement Management Program

The other critical planning document that serves an important role in a strategic planning effort is the City's General Plan. While the City's General Plan needs to be updated, there are a number of existing policies that should be considered in the Strategic Plan goals. The Strategic Plan will assist the City in updating the General Plan by identifying areas where policies should be added or changed.

A review of the General Plan was completed in order to highlight policies that are particularly important to consider in development of Strategic Plan vision statements and long-range goals and strategies. Highlighted policies include the following:

Land Use Element:

Policy 1.3.1 The City shall assure that adequate sites are available for development of both market rate housing and housing affordable to low- and moderate-income households, for the existing and projected population. Where appropriate, mixed use developments may be considered in order to foster economic growth and tourism while providing affordable housing opportunities.

Policy 1.3.2. The City shall assure that adequate sites are available for both new and existing commercial land uses to provide space for retail uses, business services, offices and visitor serving uses.

Policy 1.3.3. The City shall promote industrial land uses, particularly within the East Ranch Industrial Park, to take advantage of both existing and potentially new economic trends in the Planning Area, in order to expand the City's economic base and provide jobs to its residents.

3. Commercial Land Use Goal: To provide adequate area for commercial land use to meet the service needs of residents, businesses and visitors and to encourage development of retail commercial, service commercial and highway related uses that are compatible with surrounding land uses.

Policy 3.2.1. Providing for the maximum flexibility in interpreting allowable uses under the zoning ordinance in order to encourage good retailing design and effective utilization of commercial property and shall encourage a mix of residential and commercial use where appropriate.

Policy 3.2.3. Allowing a mix of residential and commercial development within the First Street Corridor and Historic downtown. Residential development shall not exceed twenty-four (24) dwelling units per acre.

Policy 3.3.1. Commercial developments shall be designed and screened in an attractive manner and thereafter maintained so as to visually integrate the entire development with the surrounding environment and land uses.

Program 4.1.1.1. Businesses that support the local tourist industry, such as wine production facilities, will be encouraged.

Policy 5.1.3. Where appropriate, the City shall encourage large new commercial and industrial developments to provide open space and recreational opportunities for their employees to minimize the demand for public open space and recreational facilities.

Policy 7.12.1. The City shall encourage new public and private health care providers to locate their services in the City and existing facilities to expand and modernize their services consistent with the needs of area residents.

Program 7.12.1.2. Hospital Special Policy Area: The City shall work with Mee Memorial Hospital and other property owners to prepare a Master Plan. This plan shall consider existing land use and circulations patterns, proposed hospital expansion and conversion plans, and potential commercial development. The primary objective of the Master Plan shall be to assure compatibility among existing and future uses; to enhance overall property values; to enhance the commercial development potential of the district; and to provide that ambient levels of traffic, noise and air quality shall be consistent with reasonable requirements of the hospital. The West Broadway Master Plan shall be used as a guide when planning the hospital.

Policy 7.13.1.4. The City shall solicit state open space, park and recreation, and access grants to acquire parkland and/or expand and develop the City's existing park facilities.

Objective 8.1. Build an efficient, multi-modal transit center surrounded by mixed use developments to improve the quality of life, support economic vitality and reduce greenhouse gas emissions.

Program 8.1.1.3. Support mixed-use development near the MMTC, including low-income and agricultural employee housing.

Policy 8.1.1. The City shall consider adopting a transit district for the property located adjacent to the MMTC.

Circulation Element:

Policy 3.7 The City shall seek opportunities to enhance the gateway areas of the City and all key entry points for its neighborhoods. Where opportunities are presented, the City shall consider requiring developers to install identify signs, special paving for pedestrian cross walks, light fixtures, or landscape features to identify the entry or gateway function.

Policy 7.1. The City shall designate hiking and equestrian trail routes within its open space and conservation elements of the general plan. Routes to be considered shall include San Lorenzo Creek as well as the Salinas River.

Housing Element:

Goal 1. Provide New Housing Units Accessibly to all members of the community in accordance with the reginal fair share housing goals.

Conservation, Open Space & Safety Element:

Program 2.6.1.2. Consideration shall be given to development of recreational facilities, consistent with the riparian habitat of San Lorenzo Creek. These may include recreational

trail that could ultimately connect the municipal park to the San Lorenzo Regional Park along the edges of San Lorenzo Creek and the Salinas River.

Economic Development Element:

Policy F The City will actively seek local expansion of vocational, business and academic/professional training opportunities through extension programs at CSU Monterey Bay and Hartnell College.

Policy G The City will prepare and implement an urban design plan to revitalize Broadway Street as a retail commercial corridor, and First Street as a mixed service commercial and retail commercial corridor. The downtown area should emphasize those uses that would contribute to a pedestrian oriented shopping atmosphere, such as restaurants, jewelry, clothing, fit stores and entertainment.

Policy H The City will strive to retain its position as the retail hub of south county. New retail development and shopping centers will be encouraged to locate within properly zoned properties within the community.

QUALITY OF LIFE

Vision Statements

- To be a community based around family units that serves as a village supporting all families and people of all ages.
- To have a thriving, walkable, and beautiful downtown as a hub for activities.
- To be a safe, welcoming community.
- To be a place where people can both live and work.
- To be a City that promotes healthy lifestyles.

Goals and Strategies

- Complete implementation of the Comprehensive Plan to End Youth Violence.
- Expand the ProYouth After-School Program, including an increase in the number of elementary school students participating, as well as expanding programs to middle and high school students.
- Expand the citywide security camera system to include all parks and problem areas.
- Complete implementation of the Downtown Streetscape Plan.

- Design and develop the Downtown Plaza Project.
- Develop a citywide bike and pedestrian path plan with a component integrated with the historical De Anza Trail.
- Expand and implement the public art program, including the installation of wind sculptures and murals at key locations throughout the community.
- Expand sports fields, playgrounds and recreation facilities through joint use and maintenance partnerships with the King City Union Elementary School District, the South Monterey County Joint Union High School District, and the Salinas Valley Fairgrounds.
- Promote and expand the Block Party Program and other activities to unite neighborhoods and the community.
- Continue and expand the partnership with King City in Bloom to promote ongoing beautification throughout the community.
- Increase lighting at park sites to increase safety and usage.
- Implement an annual program of adding new street lights through funding from King City Community Power and a partnership with PG&E.
- Establish a City Street Tree Management Program, including regular trimming, maintenance and planting where missing segments exist.
- Increase pedestrian safety through a comprehensive intersection and crosswalk analysis and plan.
- Develop a homeless assistance program providing shelter options and services.
- Establish a matching grant program for residents to improve City parkway strips.
- Transition operation of the golf course to expand and focus on youth activities.
- Incorporate a dog park in future park planning designs.
- Establish a funding source to provide support for community groups and agencies providing services that assist the City in accomplishing its priorities and mission.
- Establish a process and partnerships to work with all governing bodies on an ongoing basis (city, education, chamber, etc.) to establish and implement a common

vision for the community that will serve as a basis for the operations of each of the agencies.

- Install an enclosure over one of the pools to provide year-round usage.
- Encourage the development of community gardens.
- Establish a police officer position dedicated to bike and foot patrol, public outreach, and business relations.
- Develop a partnership with Mee Memorial Hospital to promote accessibility to healthy foods.

GROWTH AND DEVELOPMENT

Vision Statements

- To have future moderate and balanced growth constrained to an ultimate buildout that will continue to be served comfortably by one high school.
- To facilitate growth that will maximize existing community assets, such as the hospital, airport, Fairgrounds and others.
- To pursue potential expansion of the City's boundaries to the west, including investigating possible annexation of the Pine Canyon area and/or other ways to strengthen the existing community connection.
- To encourage mixed use within the downtown and other targeted areas.
- To address all different types and levels of housing needs.
- To maintain a community with a "small town village feel" with limited stop lights, etc.

Goals and Strategies

- Increase development of new affordable housing projects by creating incentives, partnering with developers in accessing grant funding, and identifying and marketing available sites.
- Continue to promote and expand the Façade Enhancement Program.
- Encourage the development of a Senior Assisted Living Facilities and other senior housing options by identifying site alternatives, seeking developers, and partnering on grant funding opportunities.

- Prepare a comprehensive update of the City's General Plan, including a feasibility analysis of growth opportunities of the City's boundaries while maintaining the small town character of the City.
- Work with agricultural companies and property owners to promote development of agricultural employee housing projects.
- Promote the development of workforce development housing (teachers, public safety worker, public employees, health care, etc.) projects.
- Coordinate with Fort Hunter Liggett's growth plans to encourage an increase in their staff to reside, visit and be involved in the community.
- Completed design and construction of the Broadway Street/San Antonio Drive roundabout project.
- Access grant funding and prepare a new Master Plan for the Mesa Del Rey Airport.
- Work with Union Pacific and Amtrak to develop a train stop at the Broadway Street downtown extension.
- Assist the Salinas Valley Fairgrounds and County of Monterey with efforts to develop and implement a Master Plan for the Salinas Valley Fairgrounds, including building renovations, expansion and partnership on installation of a freeway welcome sign.
- Develop a streamlined accessory dwelling unit (ADU) program to increase housing units.
- Design the Wastewater Treatment Plant with a capability to expand to accommodate service to Pine Canyon.
- Work with property owners to prepare a development plan for the vacant properties at the southern area of the City to include:
 - Hotel facility adjacent to the Salinas Valley Fairgrounds;
 - Travel center adjacent to the interchange;
 - Housing adjacent to the Golf Course; and
 - Regional retail and other attractions along Highway 101.
- Utilize affordable housing in-lieu fees to assist in funding renovations of mixed-use buildings.
- Maximize the R-4 zoning districts to allow more intense usage.

LOCAL ECONOMY

Vision Statements

- To attract businesses and programs that will promote “living wage” jobs.
- To continue to be a successful agricultural community by maintaining and expanding support for agriculture employers and employees.
- To support emerging industries, including cannabis, health services, wineries, tourism, and others.
- To leverage the new cannabis industry development to attract other ancillary businesses and investment.
- To maintain a diversity of businesses within the industrial areas.
- To meet the evolving retail and service needs of the community.

Goals and Strategies

- Encourage restaurants, sports bars and other activity oriented businesses in the downtown.
- Implement comprehensive tourism marketing program.
- Facilitate and encourage development of a new hotel.
- Encourage wine tasting and other businesses in downtown linking King City to the Monterey County wine region.
- Establish a comprehensive workforce training program focusing on vocational skills, including apprenticeships, internships, vocational and certificate programs.
- Partner with the King City Union Elementary School District, the South Monterey County Joint Union High School District, and Mee Memorial Hospital to design efforts to help address their employment needs.
- Partner with the Chamber of Commerce and Agriculture, non-profits and other Salinas Valley agencies to provide specialized training programs for start-ups, small businesses, and independent contractors and consultants.
- Coordinate with local cannabis businesses to identify and attract ancillary businesses through appropriate zoning, regulation and outreach efforts.

- Preserve areas for non-cannabis business needs through zoning restrictions, including limits on cannabis cultivation permits.
- Establish standards and outreach efforts to attract hemp manufacturing and related businesses.
- Construct wind and solar generation facilities through King City Community Power.
- Establish on-line drop off options and other online sales incentives designed to enhance local collection of online sales tax revenues.
- Increase high speed, fiber optics capacity throughout the City.
- Identify businesses that may directly serve Fort Hunter Liggett and Camp Roberts, such as USAA.
- Coordinate City planning efforts with Mee Memorial Hospital to ensure long-range needs of the hospital are met to ensure future success.
- Establish a future outdoor mercado on First Street adjacent to the Multi-Model Transit Center.

CITY FINANCES

Vision Statement

- To maximize fund balances and revenues to achieve long-term stability and resiliency.

Goals and Strategies

- Eliminate General Fund debt.
- Establish a Reserve Policy to maintain a minimum of 20% of the General Fund with a goal to reach 50%.
- Explore revenue enhancement options, including:
 - Increased tax revenues from Highway 101/1ST Street Corridor business expansion;
 - Options to ensure new development projects are revenue neutral (CFDs); and
 - Transient Occupancy Tax (TOT) rate increase.
- Maintain focus of budget on established major priorities.

- Ensure full cost recovery of permit processing services/fees for development projects.
- Continue to utilize contract services options to maintain resource flexibility.
- Maximize grant funding options.

CITY FACILITIES, SERVICES AND INFRASTRUCTURE

Vision Statements

- To maintain City facilities and services that support healthy lifestyles.
- To continue a systemic approach of maintaining and expanding the City's infrastructure, major assets and facilities.

Goals and Strategies

- Maintain and expand the annual street improvement program based on the Pavement Management Plan with a goal of upgrading all streets to a condition necessary to maintain in the future with ongoing slurry seal or microsurfacing treatments.
- Implement the Sidewalk Improvement Plan.
- Implement the Wastewater Collection System Master Plan.
- Implement the Wastewater Treatment Facilities Plan.
- Prioritize and address deficiencies identified in the ADA Transition Plan based on those items that provide barriers to access and are utilized by the public and/or employees on a regular basis.
- Develop a Fixed Asset Depreciation and Replacement Schedule.
- Renovate the Skate Park.
- Expand the Employee Training and Development Program.
- Address administrative, facility and equipment needs of the Fire Department necessary to support the successful continuation of the volunteer fire services model.
- Increase staffing to a level necessary to maintain ongoing core services.

- Assess and address priority information technology (IT) needs identified by departments necessary to address major service and efficiency goals.

REVIEW AND MONITORING

Each 2-year period, the 20-Year Strategic Plan will be reviewed based on feedback from the biennial community survey and other efforts to assess changing needs. Amendments may be recommended at that time, and items will be reprioritized for consideration of funding in the 10-Year Long-Range Financial Plan and Biennial Budget. A report on progress will be submitted to the City Council during the budget goal setting process.