

**AGENDA
SPECIAL MEETING OF THE
CITY OF KING CITY COUNCIL**

**WEDNESDAY, DECEMBER 5, 2018
5:30 P.M.**

**CITY HALL
212 S. VANDERHURST AVENUE
KING CITY, CALIFORNIA 93930**

**Spanish interpretation services will be available at meeting*

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in a City meeting, Please contact the City Clerk's Office (831-386-5925) at least 48 hours prior to the Meeting to ensure that reasonable arrangements can be made to provide accessibility to the meeting.

** Please submit all correspondence for City Council PRIOR to the meeting with a copy to the City Clerk.*

- 1. CALL TO ORDER**
- 2. ROLL CALL:** Council Members Darlene Acosta, Robert Cullen, Carlos DeLeon, Mayor Pro Tem Carlos Victoria, and Mayor Mike LeBarre
- 3. FLAG SALUTE**
- 4. PUBLIC COMMENT**

Any member of the public may address the Council for a period not to exceed *three minutes'* total on any item of interest within the jurisdiction of this Council that is not on the agenda. The Council will listen to all communications; however, in compliance with the Brown Act, the Council cannot act on items not on the agenda. Comments should be directed to the Council as a whole and not to any individual Council Member. Slanderous, profane or personal remarks against any Council Member, staff member or member of the audience is not permitted.
- 5. REGULAR BUSINESS**
 - A. Consideration: Strategic Plan Visioning Process
Recommendation: 1) receive a presentation by staff on the strategic planning process, SWOT (strengths, weaknesses, opportunities and threats) Analysis, and long-range projected needs and issues; and 2) provide staff direction on Strategic Plan Vision Statements.
- 6. ADJOURNMENT**



Item No.

REPORT TO THE CITY COUNCIL

DATE: DECEMBER 5, 2018

TO: HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL

FROM: STEVEN ADAMS, CITY MANAGER

RE: CONSIDERATION OF STRATEGIC PLAN VISIONING PROCESS

RECOMMENDATION:

It is recommended the City Council: 1) receive a presentation from staff on the strategic planning process, SWOT (strengths, weaknesses, opportunities and threats) Analysis, and long-range projected needs and issues; and 2) provide staff direction on Strategic Plan Vision Statements.

BACKGROUND:

At the October 23, 2018 meeting, the City Council approved a recommended Strategic Planning Process. The objective of the process is to establish an agreed upon vision of what we want 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.

A strategic plan will be helpful to the City at this time as it makes progress in addressing some of its most urgent needs and becomes financially solvent. When discretionary funding becomes available, it is important for the City to have a plan to ensure resources are targeted as effectively as possible toward accomplishing an overall agreed upon direction. Absent such a plan, organizations often work on individual items that can have unintended results when not coordinated and prioritized in a strategic manner.

The process approved by the Council consists of five steps. First, City staff has prepared a SWOT Analysis (strengths, weaknesses, opportunities, and threats), identifying projected long-term needs, and assessing public input. Second, the City Council workshop will be held to develop vision statements for the City. Third, staff will develop proposed goals, strategies and directions to accomplish

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each of the vision statements. Fourth, the City Council will have an opportunity to review, amend and add to the goals, strategies and directions recommended by staff at the January 22, 2019 meeting. Lastly, the final agreed upon items will be established in a document for formal Council consideration at the February 12, 2019 meeting.

The intent is to make the Strategic Plan a meaningful document, which guides the City's efforts rather than one that simply ends up sitting on a shelf. As a result, it is critical that it be directly linked to the City's operations and finances. Therefore, the City's 10-year long range financial plan will be updated to reflect the contents of the Strategic Plan, and the City's biennial budgets will be based upon the 10-year long range financial plan.

A key goal of the process is to establish a Strategic Plan that reflects the needs and interests of everyone in the community. Therefore, one of the primary purposes of the community surveys that have been conducted over the past three years is to utilize the data for the strategic planning process.

Staff will present the results of the SWOT analysis, needs assessment and other relevant information. A facilitator will then lead the City Council through a process of developing the vision statements. The City has contracted with Tim Dunkin (Dunkinworks) to serve as the facilitator. Mr. Dunkin previously facilitated two staff retreats and assisted with the development of the mission and value statements, which City Council approved. Therefore, he has experience and background with King City's operations, which staff believes will be helpful.

DISCUSSION:

The process was designed with the goal of accomplishing 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
- An action plan linked to achievable and identifiable strategies and directions

Staff has begun the process by inventorying planning efforts and assessing needs. A summary of key relevant information is highlighted in this report.

SWOT Analysis

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

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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

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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. Results were presented to the City Council following each of the surveys, which focused primarily on performance related questions to assist in evaluating progress and establishing priorities. At this time, staff is instead emphasizing the results related more specifically to several areas for improvement the community feels

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are most important in order to better utilize the data for long-term future planning. A summary of results from key questions are attached as Exhibit 1.

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

Much of the work in preparing the analysis for the Strategic Plan has already been completed because 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 (under development)

It is recommended that these items all be incorporated and consolidated into the Strategic Plan. 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 when establishing the Strategic Plan. Preparation of the Strategic Plan will be timely because the vision established can assist the City in updating the General Plan, which is targeted within the next few years.

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Some highlighted policies to consider 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.

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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.

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Housing Element:

Goal 1. Provide New Housing Units Accessibly to all members of the community in accordance with the regional 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.

Highest Priority Future Needs and Issues

Based on the overall needs assessment, the following are the items that staff has identified as the projected highest priority future needs and issues:

- Address infrastructure deficiencies and upgrades, including streets, sidewalks, parks, City facilities, wastewater collection system and wastewater treatment plant
- Increase available single-family, multi-family, affordable and seasonal employee housing units
- Pay off General Fund debt, increase revenue to address the City's financial needs, and establish a financial reserve

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- Improve the quality of life for all people in the community while preventing gentrification so current residents benefit from improvements rather than being negatively impacted by increased housing costs
- Continue to reduce crime and increase overall public safety
- Improve perception of King City as a desirable community

Vision Statement Categories

In order to assist the Council in developing vision statements, staff has developed categories to help in focusing the discussion. Staff believes most items involving future vision for the community will likely fall within these categories:

- Growth and Development
- Quality of Life
- Local Economy
- City Finances
- City Facilities, Services and Infrastructure

Discussion Questions

To assist in the process, staff has also prepared the following questions to help facilitate the discussion. These questions include items that staff believe would be constructive for staff in developing future directions and strategies:

- Does Council agree with staff's SWOT? Are there strengths and weaknesses that should be added or modified? What strengths are most important to maintain and preserve?
- What are the priority needs to be addressed over the next 20-year period?
- What are priorities in order to improve quality of life in the community?
- How should the City grow - limited growth, meet buildout population and then stop, search for ways to continue to expand, or other options? If growth is supported, what unintended potential impacts of growth are of greatest concern?
- Do we want to maintain our small town character, modernize, promote a balance, or other options?

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- Should we continue to support agriculture as the City's primary economic industry, agriculture as the primary industry supplemented by other businesses, should we gradually transition to other industries, or are there other variations?
- What is the future role of the cannabis industry? Do we want King City to be the Silicon Valley of Cannabis; should cannabis be simply treated as other businesses; should we be concerned with cannabis assuming too large of a role; or other options?
- What is the vision for the 50+ vacant acres on the southern area of the City?
- What is the priority of long-term financial stability?
- What is the priority of addressing infrastructure needs?
- What is the Council's view on sustainability and management and planning for natural resources, such as water, energy, etc.?
- What is the Council's view on the risks of gentrification?
- What is the future role of tourism and visitors?
- What is the future role of technology?
- What neighborhood characteristics are important for the future?
- What are other ideas and concerns Council would like to share and address?

COST ANALYSIS:

There are no direct costs associated with the vision statements. After the strategic goals and objectives are developed, costs will be prepared as part of the long-range financial planning process.

ENVIRONMENTAL REVIEW:

The strategic plan visioning process is not a "project" for the purposes of the California Environmental Quality Act (CEQA) as it does not have the potential for resulting in either a direct physical change to the environment or a reasonably foreseeable indirect physical change in the environment. No further action is required under CEQA for City Council action.

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ALTERNATIVES:

The following alternatives are provided for City Council consideration:

1. Utilize the information provided to develop vision statements;
2. Request additional information; or
3. Provide staff other direction.

Exhibits:

1. Summary of Community Survey Results

Prepared and Approved by:



Steven Adams, City Manager

SUMMARY OF COMMUNITY SURVEY RESULTS

Rating of Characteristics Related to King City

2016

1. Ease of travel by car
2. Quality of parks and open space
3. Ease of pedestrian and bicycle travel
4. Recreational opportunities
5. Quality of buildings
6. Sense of community
7. Housing opportunities
8. Feeling of safety
9. Appearance of City
10. Quality of roads
11. Shopping opportunities
12. Overall image and reputation of King City
13. Employment opportunities

2018

1. Ease of travel by car
2. Quality of parks and open space
3. Ease of pedestrian and bicycle travel
4. Recreational opportunities
5. Sense of community
6. Appearance of City
7. Quality of buildings
8. Feeling of safety
9. Overall image and reputation of King City
10. Quality of roads
11. Housing opportunities
12. Employment opportunities
13. Shopping opportunities

Rating of Quality of Services in King City

2016

1. Fire services
2. Maintenance of parks
3. Recreational programs
4. Public information regarding City activities
5. Sewer services
6. Police services
7. Emergency preparation
8. Building and land use permits
9. Code enforcement
10. Animal control
11. Land use planning
12. Response to citizen questions/concerns
13. Sidewalk repairs and maintenance
14. Street repairs and maintenance
15. Crime prevention
16. Financial management of the City
17. Economic development

2018

- Fire services
- Maintenance of parks
- Police services
- Public information regarding City activities
- Financial management of City
- Recreation programs
- Code enforcement
- Sewer services
- Emergency preparation
- Response to citizen questions/concerns
- Animal control
- Land use planning
- Building and land use permits
- Crime prevention
- Street repairs and maintenance
- Economic development
- Sidewalk repairs and maintenance

Rating of Importance of Enhancing Items in King City

2016

1. Efforts to improve public safety
2. Balance budget and repay debt
3. Street lighting
4. Attraction of stores that provide more shopping options
5. Job creation
6. Enforcement of blighted and unsafe buildings
7. Street repairs and improvements
8. Enforcement of codes requiring owners to maintain property
9. Support for small businesses
10. Youth recreation programs
11. Sidewalk repairs and improvements
12. Parks and open space
13. Trees and landscaping
14. Efforts to unite different sectors of the community
15. Beautification efforts
16. Signage
17. Removal of public access barriers for those with disabilities
18. Public information and education materials
19. Adult recreation programs
20. construction of a variety of housing types
21. Construction of affordable housing
- 22.
- 23.
- 24.
- 25.
- 26.
- 27.
- 28.
- 29.

2018

- 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 businesses
- Street repairs and improvements
- Efforts to attract visitors to improve the local economy
- Job creation
- Youth recreation programs
- Sidewalk repairs and improvements
- Train station and transportation improvements
- Enforcement of Codes requiring owners to maintain property
- Job training and placement programs
- Removal of access barriers for those with disabilities
- Recreation facilities
- Beautification efforts
- Parks and open space
- Trees and landscaping
- Construction of a variety of housing types
- Public information and educational materials
- Efforts to unite different sectors of the community
- Construction of affordable housing
- Signage
- Social services to assist those with unmet needs
- Adult recreation programs
- Art in public places