



STAFF REPORT SAN CLEMENTE PLANNING COMMISSION

February 20, 2013

PLANNER: Jim Pechous, City Planner

SUBJECT: **Strategic Priorities** – a request for the Planning Commission to identify strategic priorities as part of the City's 2013-14 budget process.

BACKGROUND

As part of the City's annual budget process, the Planning Commission is asked to identify its most important strategic priorities for the community. These priorities are then considered by the City Council for possible inclusion in the FY 2013-14 budget and in the Capital Improvement Program. Last year, the Commission identified the following Strategic Priorities:

1. Zoning Ordinance Update
2. Update Specific Plans for Consistency with new General Plan
3. Local Coastal Plan
4. Downtown Business Development and Parking Strategies

Of the four Planning Commission priorities last year, the first three were funded in the 2012-13 budget. Item four, the Downtown Business Development and Parking Strategies, was not included. However, it has been recommended as an implementation measure of the Centennial General Plan. Moving forward, our annual Strategic Priorities process will include an evaluation of General Plan implementation measures. Staff is working to develop a program for the annual review of General Plan Strategic Implementation Priorities and implementation measures as part of the LTFP and budget processes (see Attachment 1). Staff intends to "institutionalize" the process for annually evaluating the progress of the General Plan implementation measures and selecting implementation measures the City will focus resources on during the upcoming fiscal year. Some of the steps for the annual review include: staff and Planning Commission's evaluation of implementation measures, estimating costs and revenues, preparing an LTFP issue paper and City Council final action.

Staff Discussion on this Year's Strategic Priorities

Based on Planning's current project workload, there are not sufficient staff resources to take on any new comprehensive projects this coming fiscal year. The Centennial General Plan is winding down and is scheduled to be adopted in July, 2013. The start of the 2013-14 fiscal year does not appear to open up any opportunity for Planning to add to our workload. This is because with the completion of the General Plan, Planning's focus will turn to four key General Plan implementation projects.

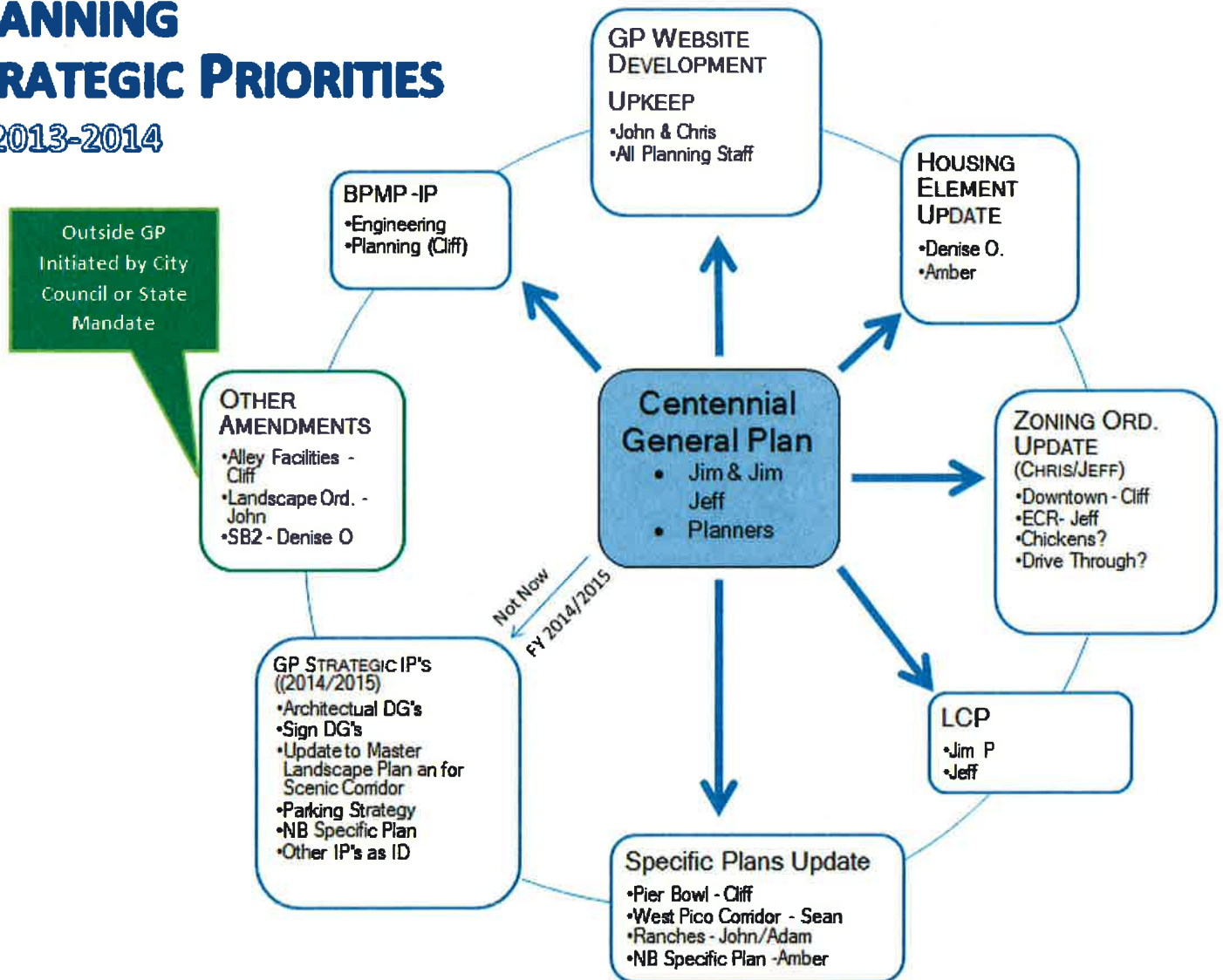
Strategic Priorities

- Updates to the Zoning Ordinance
- Update to the Housing Element
- Update to seven City Specific Plans
- Adoption of a Local Coastal Plan.

Each of these are comprehensive and time-consuming efforts that require significant staff resources to complete. In addition, there are projects underway that further reduce available resources. These include: implementation of the Bicycle & Pedestrian Master Plan, implementation and upkeep of the General Plan webpage, the Downtown Alley Facilities Plan, Landscape Ordinance, Miramar Theater/Bowling Alley Study and SB2 Homeless Shelters. All this work is divided between the Planning staff and is depicted in the graphic below.

PLANNING STRATEGIC PRIORITIES

FY 2013-2014



Strategic Priorities

Conclusion

Planning's focus next fiscal year will be to turn four key General Plan implementation projects, which leaves little room to add any new comprehensive projects in the new fiscal year. The Planning Commission will have the opportunity to review the General Plan's Strategic Implementation Priorities which will establish the City priority General Plan implementation measures over the next five years. Further, the City Council will be approving the process that establishes procedures for the annual review of the General Plan Strategic Implementation Priorities a process designed to recommend which projects/programs will be implemented each fiscal year.

Recommendation

Based on the current workload and the resources committed, Staff recommends no new strategic priorities beyond those already in progress be forwarded to the City Council.

Attachment:

1. Draft Annual Strategic Priority Implementation Process

Draft Annual Strategic Priority Implementation Process

Staff is developing a process for the annual review and selection of General Plan Implementation Measures. The steps below summarize the process staff foresees being completed in the annual selection and prioritizing of implementation measures. This is a draft and the final process will be reviewed and approved by the City Council.

1. **Annual Manager Meeting-** At the early stages of the annual LTFP process, the Planning Division will establish an annual meeting for executive managers to review the Implementation Measures associated with each department. The meeting will review current General Plan Implementation measures, what has been completed and the progress of those measures in process. The criteria to evaluate which measures will be included for the next Fiscal Year is as the follow:
 1. Ease of implementation
 2. Estimated cost and benefit
 3. Community demand
 4. Ability to combine projects and reduce costs
 5. Legal necessity
 6. Staff resources
 7. City Council priority

The implementation measures selected will be forwarded for consideration as part of the LTFP process.

2. **Status Report-** The responsible department will report on all implementation measures in progress, completed, and develop recommendations to prepare or not prepare scheduled projects/programs. The number of implementation measures recommended will be determined by the department's ability to complete the project/program and the available resources anticipated in the next fiscal year.
3. **CIP Evaluation-** Recommended implementation measures will be evaluated with the Capital Improvement Projects (CIP) to see if there are opportunities to reduce costs by combining projects. Depending on the type of project/program, it may be included in the proposed CIP and a decision packet will be developed.
4. **LTFP Issue Papers** – Department managers will prepare reports annually listing the recommended programs/projects for implementation and their funding source. A report will also evaluate the City's progress in achieving the goals of the General Plan and identify implementation measures that have been completed, in progress or reprioritized. If projects/programs are recommended for removal, alternatives should be identified to accomplish the relevant General Plan goals and/or policies.

Strategic Priorities

5. **Financial Model** – Projects and programs identified in the LTFP issue paper will be included in the MuniCast financial model. The model has the capabilities of forecasting 20 to 30 years out. MuniCast will help us understand the impacts of decisions made today as well as predict future costs and revenues. This tool has the ability to look at capital and operational costs and evaluate projects on an as-needed basis. The forecast assumptions should be updated as more accurate information becomes available.
6. **Planning Commission Review-** The Planning Commission will evaluate the LTFP paper and results of the MuniCast Model to make recommendations and/or modifications on implementation measures and their priority for the next fiscal year. As part of the Planning Commission review, the public will be notified and have the ability to review and comment on the Implementation Measures and their prioritization.
7. **City Council Review and Action-** As part of the LTFP process, the City Council will complete the annual review of the General Plan Implementation Measure Strategic Priorities and evaluate the recommended implementation measures. Estimated costs and revenues from the projects/programs will assist the Council in prioritizing projects and, if necessary, amending the Strategic Implementation Program to reflect current priorities.

Conclusion

Establishing the process for the annual review of the General Plan Implementation Strategic Priorities and selection of Implementation Measures in the LTFP process would have following benefits:

1. Fulfills potential for the General Plan to provide day-to-day policy direction
2. Guides decision making beyond land use
3. Allows for inevitable shifts in the economic and regulatory environment
4. Ties consideration of the General Plan goals, policies and implementation measures to the LTFP/Budget process
5. Keeps the General Plan current with the City's vision.