

STRATEGIC PLANNING

Vision

The Monterey City Council met to develop a shared vision for the future of Monterey on March 2, 2007. For the first time in 20 years, the Council gathered to capture their snapshot of a future, with a noble purpose that would inspire beyond traditional boundaries. During a five-hour session on March 2, 2007, the Council hammered out its vision for the City. Working in small teams and together, the Council penned a vision that would lay the foundation for their work in the years ahead. At a follow-up meeting March 28, 2007, the Council refined its vision as follows:

Vision

Monterey is committed to being a model city for its quality of life driven by responsiveness of local government, historical and cultural preservation, mobility opportunities emphasizing pedestrians over vehicles, economic sustainability, a strong sense of place and good stewardship of the natural environment.

Mayor Chuck Della Sala and Council members Libby Downey, Jeff Hafferman, Nancy Selfridge and Frank Sollecito created a new vision for the City. Their vision projects Monterey as a “model city” with a “quality of life” defined by specific objectives.

The Council created the vision and then went on to develop its mission, value drivers and strategic initiatives. Council Vision 2007 is the result of that work and it is the guiding force behind the Council's objectives as a group.

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Mission

After defining a vision for the future of Monterey, the City Council outlined its mission. The Council grappled with the key concepts to include in its mission. The Council refined its mission to one sentence and the word “anda” which means moving forward.

Mission

The Monterey City Council will provide visionary policy and legislative leadership that assures a safe, healthy and economically vibrant community. Anda!

With a vision for the future of Monterey and a mission for the City Council, the next task focused on enunciating value drivers and strategic initiatives.

Value drivers give focus and clarity around what the City organization should always be working on. Strategic initiatives are major projects the City organization undertakes.

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Value Drivers

✓ ***Working to improve the quality of life of our residents***

The Council is committed to ensuring that Monterey retains its special character, which derives from its heritage, size and location. The Council also is committed to ensuring that Monterey remains a safe and welcoming place to live, work and visit.

✓ ***Ensuring a level of economic vitality sufficient to support our quality of life and municipal infrastructure requirements (both physical and human)***

The Council is both committed and concerned about the right kind and right level of economic activity. For example, economic development of the region's academic and research assets is in the best interest of the City; the introduction of a heavy manufacturing enterprise is not.

✓ ***Providing sufficient resources and support to develop and retain a high quality city work force***

The Council knows that the quality of city services correlates directly with the quality of city employees. For that reason, the Council is committed to supporting strategies that ensure Monterey can consistently attract, develop and retain employees capable of delivering services consistent with their vision for the future of the City.

✓ ***Ensuring an adequate water supply for the city; now and in the future***

The Council recognizes that access to a dependable supply of fresh water is a significant gating factor which impacts their ability to provide affordable housing and promote economic vitality consistent with the goals described in the City's General Plan.

✓ ***Providing the City of Monterey with multiple modes of transportation that are safe, efficient and effective***

The Council is committed to developing policies and supporting plans that create an environment where people, bicycles and motor vehicles can move through the community with minimal delay. The Council also wants to explore creative applications of public space design principles and the use of transit services to lessen people's reliance on cars to move about the City.

✓ ***Appropriately preserve, promote, and maintain our historic, cultural, and environmental assets***

Monterey is home to many historic, cultural and natural assets of value to the community, the nation and the world. The Council is committed to support policies and plans that ensure the protection and appropriate development and use of these assets in perpetuity.

✓ ***Maintain and expand an environment that solicits, welcomes and appreciates input from all***

The Council wants to provide the mechanisms and processes for developing and maintaining multiple and robust lines of communications between the City and its many constituents, stake-holders and others who have a legitimate interest in the business of the city.

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Strategic Initiatives

The City Council established a list of strategic initiatives, during a working session on June 4, 2007, that reflect its priorities for the coming year. The strategic initiatives were aligned with the Council's value drivers, vision and mission.

✓ Working to improve the quality of life of our residents

- Complete the vision for **Window-on-the-Bay Park**. (Community Development)
- Update the **storm drain utility**, **sanitary sewer** and **pavement maintenance** needs and financing mechanism. (Public Works)
- Develop policy and framework for meeting **Areas of Special Biological Significance (ASBS) regulations**. (Public Works)
- Identify another specific major **workforce housing** project in collaboration with other agencies / or key stake-holders, and develop an action plan for possible implementation. Specific focus would be on use of Ft. Ord / Ryan Ranch properties. (Community Development)
- Continue to **coordinate with other local fire departments** to explore a higher level of service to the entire region by reducing duplicate overhead and better utilizing existing resources, using agreements and / or consolidations. (Fire)
- Develop a **condominium conversion policy recommendation** to end the moratorium. (Community Development)
- Develop a system of **standards and incentives for sustainability** of new construction and remodels – “Green Initiative”.

✓ Ensuring a level of economic vitality sufficient to support our quality of life and municipal infrastructure requirements -- both physical and human

- Evaluate the appropriate use and restoration of the passenger depot building on the west side of the **Catellus** property. Complete public improvements on the east side, including improvements to the dry storage boat yard and parking lot. (Public Works / Community Development)
 - a. Develop Council consensus on facilitating Monterey Bay Kayaks and Adventures by the Sea operators
 - b. Develop improvement plan for boat dry storage area
 - c. Develop reuse strategy for the train depot
- Develop a **traffic impact fee** to support General Plan implementation. (Public Works)
- Ensure **long-term revenue / expenditure balance in the City's operating budget** and develop an **infrastructure re-capitalization strategy**. (City Manager)
- Develop a strategy for expanding **the economic value of DLI, NPS and other federal activities**. (City Manager)

- Enhance **heritage tourism** efforts through continued collaboration with local, state, federal and private organizations. (Museum and Cultural Arts)
 - Encourage each business district to develop an **economic revitalization strategy**.
- ✓ **Providing sufficient resources and support to develop and retain a high quality city workforce**
- Continue initiatives to **transform the City's business processes** and manage the corporate information of the organization, including the continued deployment of **electronic-government business systems**. (City Manager)
 - Expand **staff development and supervisory leadership programs** to provide opportunities for City employees to enhance performance and professional growth and to develop succession planning strategies as a means to meet the City's future leadership needs. (Executive Management / Human Resources)
 - Develop and implement **staff recruitment, retention and recognition strategies**. (Executive Management / Human Resources)
 - Complete the **integration of the Community Development and Public Works departments** into a single organization (City Manager, Public Works, Community Development, Human Resources)
- ✓ **Ensuring an adequate water supply for the City; now and in the future**
- Initiate land transfer process and water resource for Monterey's **Ft. Ord properties**. (Public Works / Community Development)
 - Develop water allocation policy to support Council priorities and strategic initiatives.
- ✓ **Providing the City of Monterey with multiple modes of transportation that are safe, efficient and effective**
- Implement high priority **circulation improvement and maintenance projects on Lighthouse / Del Monte corridor and Highway 68**, with specific emphasis on the following:
 - a. Develop policy direction on Lighthouse Avenue traffic objectives and necessary improvements.
 - b. Complete Highway 68 improvements at CHOMP.
 - c. Complete the N. Fremont / Del Monte / Lighthouse signal controller upgrades.
 - d. Develop strategy for Washington-Del Monte improvements.
- ✓ **Appropriately preserve, promote and maintain our historic, cultural and environmental assets**
- Develop strategy to preserve and interpret **Pacific Biological Lab, Wing Chong Market and La Ida Café**. (Museum and Cultural Arts)

- Expand **Library funding sources** and **endowment** to improve library services to residents, local business owners, employees, students and visitors. (Library)
 - Maintain **responsible stewardship of historic and cultural resources**. (Library, Museum and Cultural Arts)
 - Develop strategy for the **expansion of cultural and performing arts**.
- ✓ **Maintain and expand an environment that solicits, welcomes and appreciates input from all**

Strategic Initiative HOLD File

During the June 4, 2007 working session, the Council directed that the following strategic initiatives be **placed on hold** for later review, action or re-evaluation on a case-by-case basis as they revisit their list of priorities:

- Complete the **Coastal Plan Implementation Program** for review and approval by the Coastal Commission (Community Development)
- Complete the City Council decision-making process on the **Public Service Center** project scope, location and certification of EIR, and develop construction drawings. (Public Facilities)