

VISION 2025 & BEYOND STUDY SESSION

December 13, 2021

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TONIGHT'S STUDY SESSION AGENDA

- Vision 2025 & Beyond
- Economic Opportunities Study RFP
- City Council Discussion & Direction
- Next Steps

**VISION 2025 & BEYOND
STRATEGIC FINANCIAL SUSTAINABILITY STUDY**

Kevin Woodhouse, City Manager



VISION 2025 & BEYOND TIMELINE

- Spring 2019: Council affirmed need for Fiscal Sustainability Study
- Oct 2020: Council adopts Purpose Statement & Scope of Work

The Purpose of the Pacifica Vision 2025 & Beyond project is to tell Pacifica's story of the many priority infrastructure projects and enhanced programs and services envisioned for Pacifica's mid to long-term future that are equitable and inclusive and will help all Pacificans thrive, and to articulate the City's financial opportunities, challenges, and strategies to achieve this vision and resiliency.

- Winter-Spring 2020-21: Work begins on RFP; CFSO Hired; Approach to Study and Scope of Work Refined
- Tonight's City Council Study Session



MAJOR COMPONENTS

- **Financial Forecasting**
 - Detailed revenue and expense forecasting with outside expertise
- **Public Engagement**
 - Robust public engagement with tabletop, virtual & survey tools
- **Revenue Enhancement Strategies**
 - Potential revenue enhancement strategies & action steps
- **Economic Development Strategies**
 - Refine Economic Development Strategic Plan & action steps
- **City Council Goals & Priorities**
 - Craft the story, refine the Council Vision, tell the story



FINANCIAL FORECASTING & REVENUE ENHANCEMENT

➤ **10 Year Financial Forecast**

- April 2021: Structural Financial Deficit in upcoming four years
- Current budget balanced with American Rescue Plan Act funds

➤ **Early 2022 Update**

- Review 10 Year Forecast with updated projections, Covid impacts
- Explore Revenue Enhancement Options
 - Increase Transient Occupancy Tax to be on par with region
 - Adding a Local Option Sales Tax (Transactions & Use Tax)
 - Restructure Utility Users Tax to be on par with region
 - Restructure Business License Tax to be on par with region
 - General Obligation Bond for major Capital projects
 - Other measures as identified by Council



3 AREAS OF DISCUSSION

- **Economic Opportunities Study**
 - Analyze opportunities in each of City's 5 business zones
 - Potential updates to Economic Development Strategic Plan
 - Tonight: Council discussion & direction on proposed RFP elements
- **Pacifica Marketing Study & Marketing Plan**
 - To be discussed in next study session this evening
- **Next Steps**
 - Finalize Economic Opportunities Study RFP & March Selection
 - Develop CDA Agreement + Workcations & Shop Pacifica
 - Report on Financial Forecasts & Revenue Options

ECONOMIC OPPORTUNITIES STUDY

Brian Moura, Senior Advisor, RGS (Contract)



PROJECT OVERVIEW

➤ **Goals**

- Develop RFP for Economic Opportunities Study
- Analyze current & future opportunities in 5 business zones
- Explore opportunity sites (e.g., Beach Blvd, Quarry, Downtown)

➤ **Business Geo Zones**

- Analyzed & combined from 23 to 5 for analysis & State reqs
 1. Pacific Manor (includes Fairmont)
 2. Sharp Park
 3. Rockaway Beach (includes Vallemar)
 4. Linda Mar (includes Park Pacifica)
 5. Pedro Point



STUDY ELEMENTS

1. Economic Analysis

- Analysis, market study, opportunities in 5 business zones

2. Prior Studies and Reports

- Consider Sharp Park Specific Plan, General Plan, Revenue Data

3. Public Engagement

- Community workshop/virtual, surveys, polling for public input

4. Market Forces

- Types of business opportunities supported by market in Pacifica

5. Business & Real Estate Development

- Overview & detailed discussion in 5 business zones



STUDY ELEMENTS

6. Economic Development Strategies

- Opportunities & strategies available now and in the future

7. Finances and Services

- Opportunities that will enhance City finances and services

8. Opportunity Sites

- Beach Blvd. Site, Palmetto/Sharp Park and Quarry

9. Economic Development Plan

- Review and suggest updates, pursue a CEDS?

10. Council Review

- Define a process for Council presentation & review of study



COUNCIL COMMENTS & PROCESS

- **Council Review & Comments on Draft RFP**
 - Review & comments on Study Elements
- **Completion of RFP & RFP Process**
 - Comments will be incorporated into Request for Proposals (RFP)
 - RFP will be issued in January (after the holidays)
 - City will market RFP via Procure Now, Website, CALED
 - Potential responders will have 4-6 weeks to submit proposal
 - City will review proposals, interview top firms, background
- **Council Action**
 - Recommendation to Council of recommended firm in March
 - Study is estimated to take 3 to 6 months to complete
 - Consideration of Councilmember Ad Hoc Committee to work with staff on public engagement plan



QUESTIONS & DISCUSSION