VISION 2025 & BEYOND STUDY SESSION

December 13, 2021

Kevin Woodhouse, City Manager Yulia Carter, Chief Fiscal Sustainability Officer Brian Moura, RGS





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

CTN OF PACIFIC

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

IOYear 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

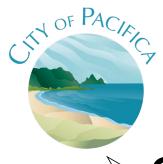
• To be discussed in next study session this evening

> 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
 - I. Pacific Manor (includes Fairmont)
 - 2. Sharp Park
 - 3. Rockaway Beach (includes Vallemar)
 - 4. Linda Mar (includes Park Pacifica)
 - 5. Pedro Point



STUDY ELEMENTS

I. 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