



SCHEDULED ITEM

**C-2**

TO: HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL

FROM: SERGIO GONZALEZ, CITY MANAGER

DATE: May 28, 2019

SUBJECT: CITY COUNCIL PRIORITIES FOR FISCAL YEAR 2019-2020

**BACKGROUND:**

Cities are service-oriented organizations and provide basic services such as public safety, safe drinking water and reliable utility services. However, with so many competing needs, setting priorities as to how to spend the limited resources that go beyond daily city operations, is extremely important. Furthermore, to have success, it's highly recommended that the goals and priorities be relevant, clear, measurable and attainable. The last time the City Council set Goals and Priorities was for Fiscal Year 2015-16. Recently, Council has expressed an interest to revisit the process.

This item was scheduled to be discussed on April 22, 2019. However, due to the absence of Mayor Pro Tem Alvarez, Council decided to continue the item.

**RECOMMENDATION:**

Staff recommends that the City Council take the following actions:

- 1) Discuss and provide direction on the goals and priorities council would like to achieve during the upcoming 2019-2020 Fiscal Year; and
- 2) Direct Staff to provide the City Council quarterly progress reports.

**ANALYSIS:**

In order to achieve the goals and priorities set by the City Council, it will require significant staff time and financial resources. Areas of focus vary by city and change from time to time.

However, they typically include a focus in the following areas:

- Economic Development
- Financial Sustainability
- Infrastructure Improvements
- Environmental Initiatives
- Improving Service Delivery
- Public Engagement and Participation.
- Public Safety

Given the City's current financial position and projected budget deficits in the next four to five years, it's important to be disciplined in deciding where to allocate city resources including staff time and expenditure of funds above and beyond daily operations.

### **Draft Priorities for Fiscal Year 2019-2020**

#### Economic Development

1. Manage upcoming development projects to reduce impacts related to long-term construction (noise, hours, hauling routes and parking):
  - The Orchard – Mix-use Residential and Retail
  - The Avenue – Mix-use Residential and Retail
  - Canyon City Business Park – Light Industrial Project
  - Block 37: Attract investment and secure a hotel operator
  - The Promenade at Citrus: Secure leases to achieve 100% occupancy
  - Former D Club Site: Work with developer to attract appropriate tenants
  - Engage the Chamber of Commerce and business community on the possibility of implementing a business improvement district to ensure long-term success of downtown revitalization efforts (enhanced cleaning, public art, lighting, sidewalk furniture and safety)
  - Coordinate with Los Angeles County to revisit the rehabilitation of the Atlantis Gardens neighborhood
  - Complete Tax Increment Financing Feasibility study to determine additional funding opportunities for economic development
  - Foothill Blvd. and Azusa Ave. Business Corridor: Work to improve overnight accommodation sites and engage vacant and/or underperforming businesses
  - Support legislative measures that create local tools and funding for economic development
2. City Image

- Wayfinding Program: Complete an assessment of current type and number of signage. Identify number, type and signage needed to highlight city facilities, new development and public parking locations
- Consider an update to the city's branding and image
- Explore a renewal of the license agreement for I-210 Electronic Billboard

### 3. Financial Sustainability

- After conducting a revenue enhancement audit of all city contracts and franchise agreements to ensure city is receiving payments per agreements, recommend to Council appropriate agreements to revisit and renegotiate
- After providing Council with an updated report on the city's Long-Term Liabilities related to Other Post Employment Retirement Benefits (OPEB), return with a recommended strategy to start to formally address
- Identify operational efficiencies including but not limited to: department reorganization, position consolidation and elimination
- Evaluate the need and timing to consider extraordinary measures which include but are not limited to: modernizing the city's utility user's tax, a special tax and a local sales tax override in time to be placed on the upcoming general election of March 2020

### 4. Environment

- Continue removal of grass medians and replace with appropriate water-wise plantings to not only reduce water use but also beautify city medians starting with those located in high visible/transit corridors
- Identify projects and programs to reduce Water and Electricity use by the City (Facilities, Parks, Streets)
- Storm-Water – Use proceeds and apply for competitive grants from recently passed "Measure W" to comply with MS4 permit requirements
- Increase electric fleet vehicles and charging infrastructure and increase public charging opportunities
- Continue efforts with Rivers Mountains Conservancy to preserve 200-acre hillside open space and other outdoor recreational opportunities

### 5. Infrastructure

- City Facilities and Parks: Review, Reaffirm and/or Reprioritize existing list with particular emphasis on projects that can be funded from local return monies and/or special funds (Prop A, Measure R/M, Prop 1), competitive grants and partnerships. Projects with highest need and that are only general fund eligible,

would be prioritized and funded through the City's Capital and Equipment Replacement Designated Reserve Fund

- Mobility: Review traffic accident data and evaluate appropriate mitigation options for San Gabriel Ave. and seek eligible grant opportunities. Work to establish a plan to address Micro-Mobility opportunities and challenges including Ride-Share, Electric Bikes and Electric Scooters connecting people to gold line, city facilities, employment centers, schools, colleges and commercial districts
- Develop ADA Transition Plan for City facilities and the Public Rights-of-Way

6. Public Safety

- Continue proactive efforts to address recent increase in gang violence
- Increase coordination with Los Angeles County (Sheriff and Metro) to address impacts related to the Gold Line
- Other? (Wildfire and Wildlife Education)

**FISCAL IMPACT:**

There is no fiscal impact associated with setting goals and priorities.

Attachments:

- 1) Azusa City Council Priorities For 2015-2016

**AZUSA CITY COUNCIL PRIORITIES FOR 2015-2016****1. ECONOMIC DEVELOPMENT****Goals**

- Encourage new business investment and development of Block 36, Block 37, A-2 and A-3 to diversify the City's tax base
- Attract, retain and grow a diverse and stable economic base that supports city revenues, goods, services and jobs for residents
- Attract a specialty food market/grocery store
- Conduct a survey to gather input from the business community on how the City is performing and to determine what more can be done to improve business

**2. FINANCIAL SUSTAINABILITY****Goals**

- Plan for and implement practices to achieve financial sustainability
- Maintain a balanced budget
- Continue to work with the City's labor groups to reduce retirement and benefit costs

**3. ENVIRONMENT****Goals**

- Evaluate, develop, and implement short and long term strategies to address the environmental and financial impacts of drought conditions
- Continue to monitor Vulcan Mining to insure compliance with the terms and conditions of the Development Agreement

**4. PLANNING/DEVELOPMENT****Goals**

- Complete Intermodal Parking Structure and rehab the former train depot
- Continue to work with Rosedale Land Partners on the completion of all remaining development obligations
- Complete the hotel on the former Enterprise site
- Complete the build-out of World Gym at Edgewood Shopping Center

**5. INFRASTRUCTURE****Goals**

- Enhance and sustain public facilities and infrastructure

**6. PUBLIC SERVICES****Goals**

- Maintain core services levels to keep up with growing community requirements
- Explore the potential for a Police sub-station at Edgewood center
- Improve and enhance downtown maintenance