

# Strategic Framework for **Local Economic Action Plan** *draft*



Don Maruska & Company, Inc.  
City Council session November 12, 2014

# Strengthening the community



# City of Morro Bay

## Economic Overview

**Christine Rogers**

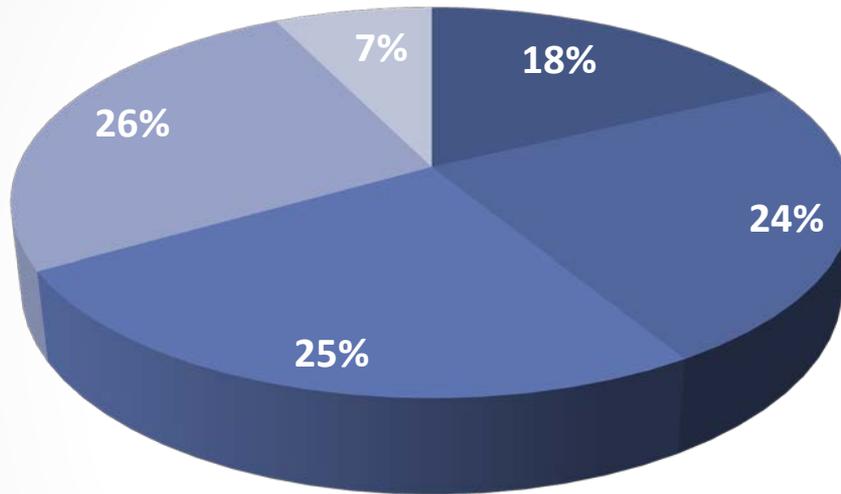
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# Demographics

## 2014 Population



- Under 20 years
- 20 to 39 years
- 40 to 59 years
- 60 to 79 years
- 80 years and over

51% Female / 49% Male

74% Caucasian  
14% Hispanic  
4% Asian

# Economy Overview



	<b>Morro Bay</b>	<b>San Luis Obispo</b>	<b>California</b>
Population	12,471		
Population Growth Rate	2.20%	2.50%	2.90%
Persons per Household	2.03	2.49	2.93
High school graduate or higher	93.0%	90.0%	81.0%
Bachelor's degree or higher	35.0%	32.0%	32.0%
Establishments	1,335		
Women Owned Firms	29.00%	27.70%	30.30%
Unemployment Rate	4.2%	5.9%	7.3%
Labor Force	5,700		
Jobs	5,968		
Average Earnings	\$ 35,600	\$ 59,628	\$ 61,400
Below Poverty Level	12.4%	13.7%	15.3%

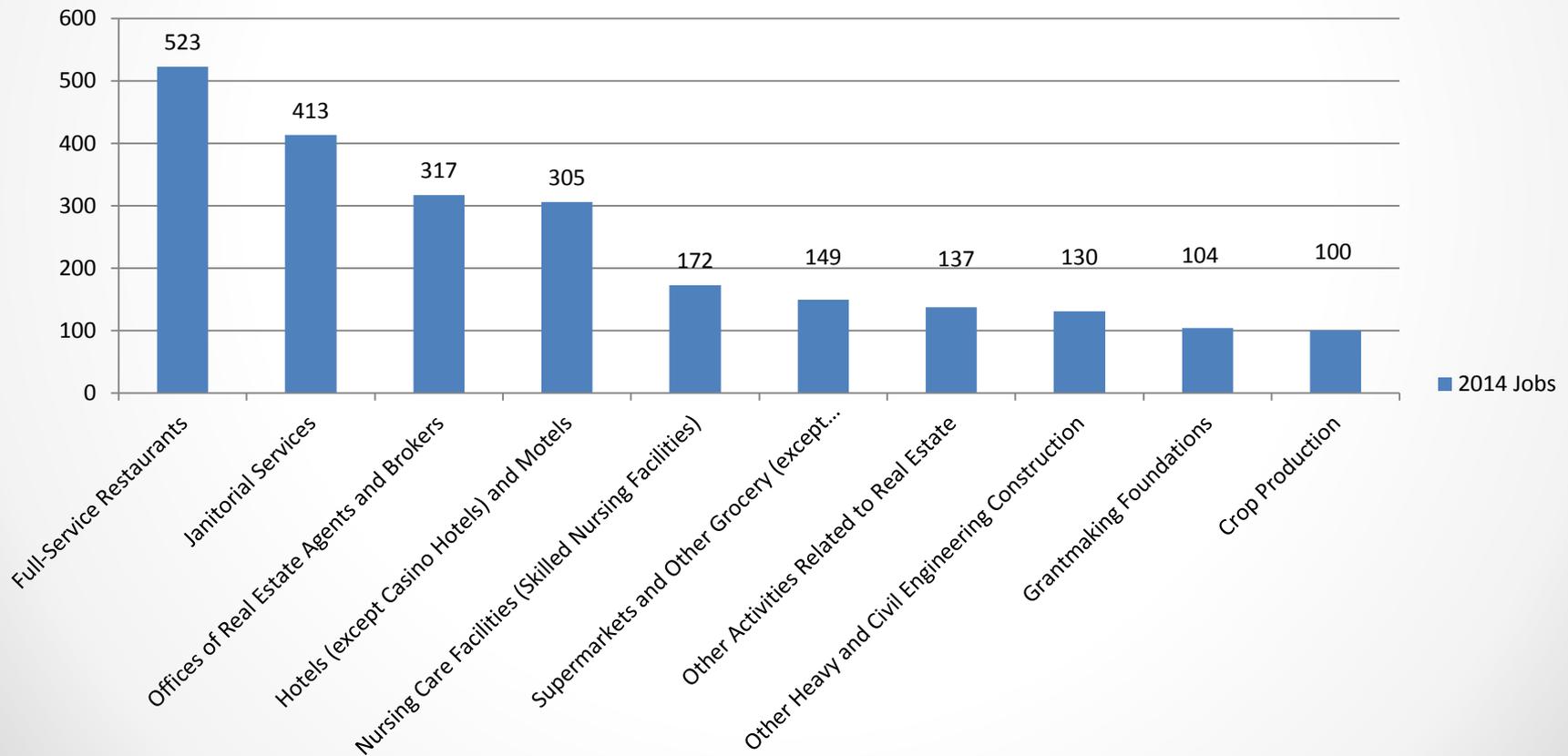
# Opportunities

**Total Requirements** - The extent to which each industry's need for goods and services is fulfilled within the region.

NAICS	Industry	Total Requirements	Satisfied in region	Satisfied outside region	% in region
11	Crop and Animal Production	\$7,294,911	\$412,436	\$6,882,475	5.99%
21	Mining, Quarrying, and Oil and Gas Extraction	\$10,455,352	\$34,676	\$10,420,676	0.33%
22	Utilities	\$12,278,304	\$121,715	\$12,156,589	1.00%
23	Construction	\$29,016,010	\$1,090,763	\$27,925,246	3.91%
31	Manufacturing	\$139,242,670	\$592,639	\$138,650,031	0.43%
42	Wholesale Trade	\$37,016,445	\$108,595	\$36,907,851	0.29%
44	Retail Trade	\$49,712,197	\$2,651,379	\$47,060,818	5.63%
48	Transportation and Warehousing	\$22,659,022	\$166,441	\$22,492,581	0.74%
51	Information	\$32,139,857	\$285,262	\$31,854,595	0.90%
52	Finance and Insurance	\$54,640,833	\$857,020	\$53,783,813	1.59%
53	Real Estate and Rental and Leasing	\$60,192,466	\$9,068,116	\$51,124,350	17.74%
54	Professional, Scientific, and Technical Services	\$37,432,515	\$440,573	\$36,991,942	1.19%
55	Management of Companies and Enterprises	\$12,414,830	\$12,340	\$12,402,490	0.10%
56	Administrative, Support, Waste Management & Remediation Svcs	\$19,378,600	\$1,905,826	\$17,472,774	10.91%
61	Educational Services	\$11,415,379	\$41,114	\$11,374,265	0.36%
62	Health Care and Social Assistance	\$68,585,700	\$2,119,989	\$66,465,711	3.19%
71	Arts, Entertainment, and Recreation	\$8,790,224	\$224,728	\$8,565,496	2.62%
72	Accommodation and Food Services	\$26,613,568	\$2,565,814	\$24,047,754	10.67%
81	Other Services (except Public Administration)	\$16,885,580	\$1,065,481	\$15,820,098	6.73%
90	Government	\$217,751,769	\$1,138,868	\$216,612,901	0.53%
		\$873,916,232	\$24,903,775	\$849,012,457	2.93%

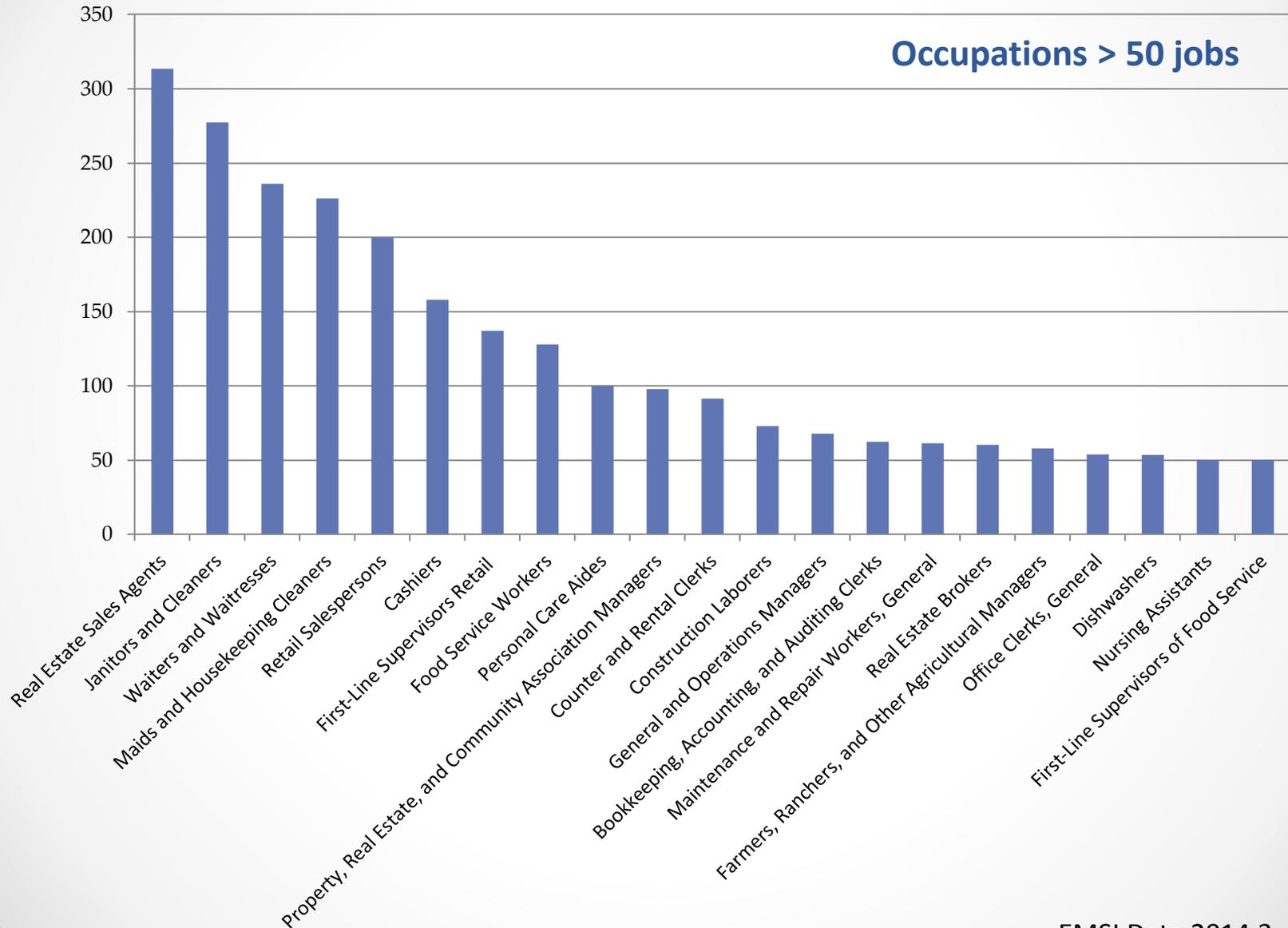
# Industry Profile

## Top 10 Industries # of Jobs 39% of Overall Jobs

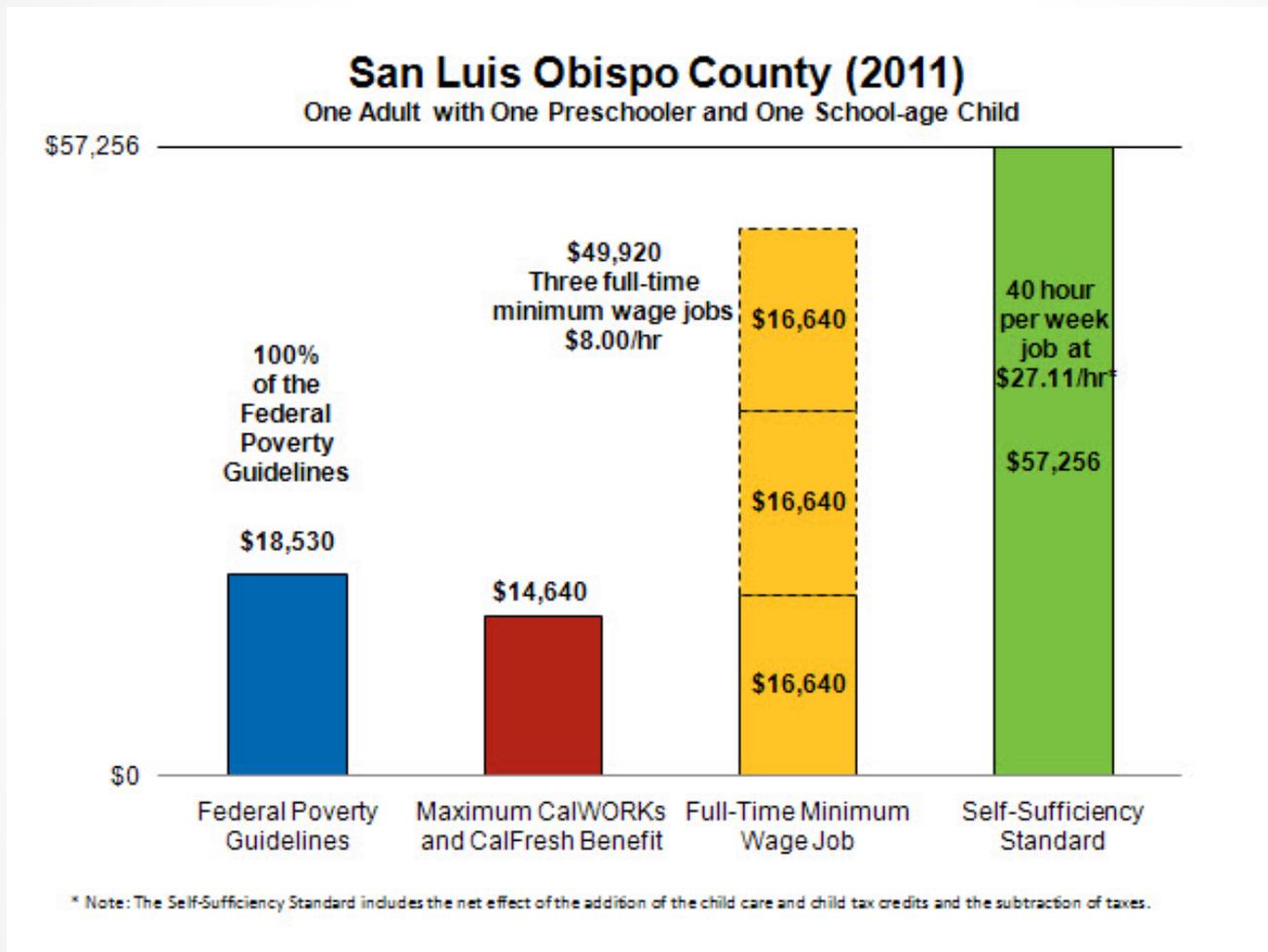


# Occupations

Occupations > 50 jobs



# Self-Sufficiency Standard



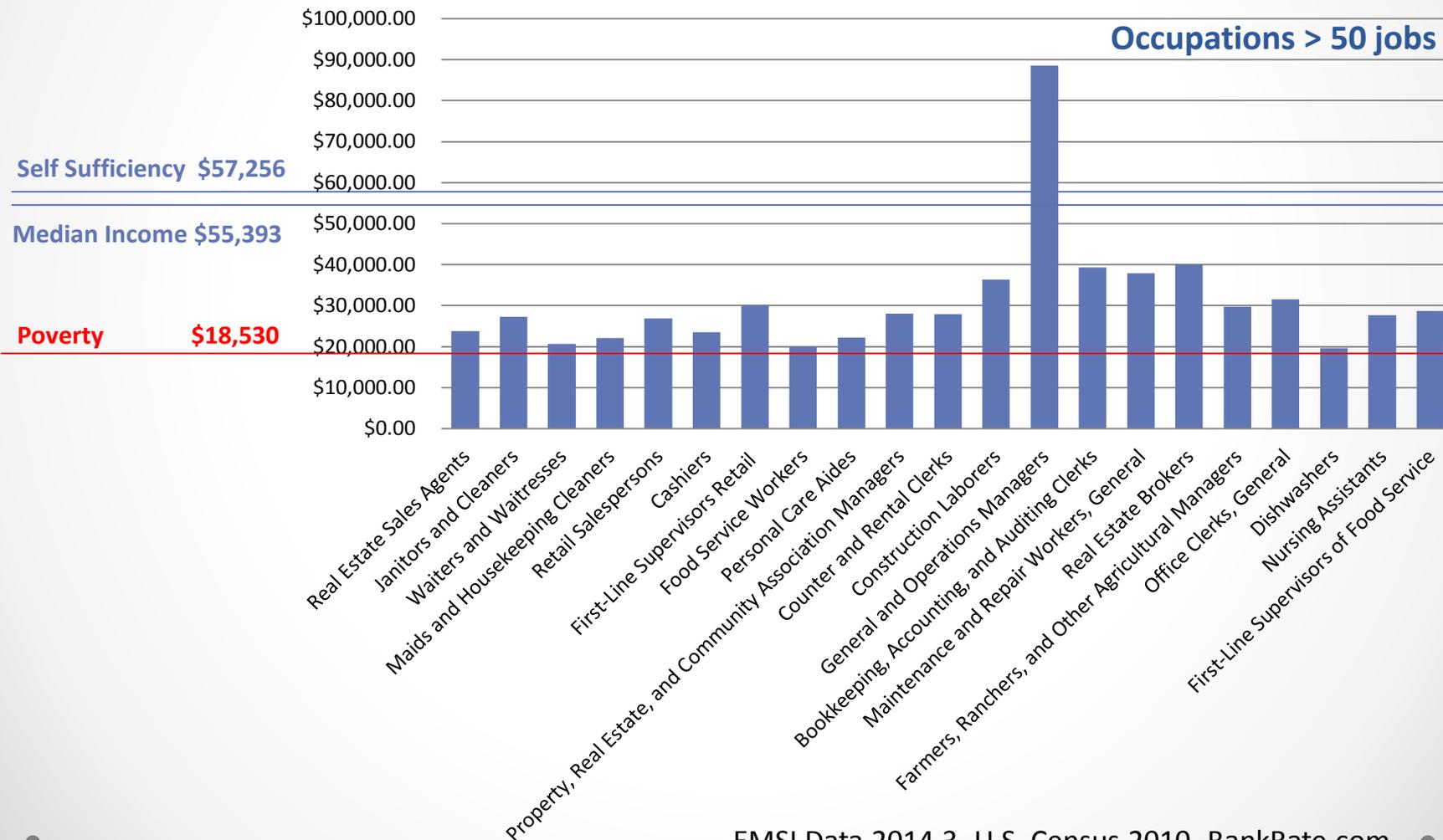
# Earnings



Median Home Price \$521,400

Income to Quality \$113,322

## Annual Salary 2013





Keeping SLO County business vital.

A landscape photograph showing rolling green hills under a cloudy sky. The sun is low on the horizon, creating a warm, golden light. The foreground is filled with dense, dry vegetation.

*Thank you*

**CHRISTINE ROGERS**

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A 501(c)(3) non-profit



# Process for Morro Bay Local Economic Action Plan (LEAP)



# Strategic Framework Objectives

Sustain and enhance quality of life for residents focused on the following benefits:

- Provide desired goods and services
- Offer engaging activities and events
- Attract visitors who wish to enjoy these benefits
- Strengthen tax revenues to support public services
- Diversify economy with sustainable head of household jobs

Develop a Local Economic Action Plan (LEAP) through facilitated workshops in which **business leaders take the lead** in identifying and committing to desired initiatives with City support.

# Focus Areas for LEAP

**Businesses** – ways to increase sales of goods and services for residents and visitors

**Tourism** – ways to boost and differentiate Morro Bay's offerings and activities of interest to residents and visitors alike

**Selective Diversification** – ways to leverage Morro Bay's distinctive assets for sustainable businesses with an emphasis on opportunities for head-of-household jobs

# Very preliminary ideas: Businesses

(from informal input already received – not evaluated, for illustration purposes only)

- Expand awareness of and purchases from existing businesses
- Create more inviting environments for shoppers to enjoy and boost sales
- Link Embarcadero and Morro Bay Boulevard areas
- Improve existing properties and civic amenities (coordinate General Plan and LCP review with infrastructure and business improvement financing vehicles such as IFD and PBID)
- Develop boatyard to service fishing and recreational vessels

# Very preliminary ideas: Tourism

(from informal input already received – not evaluated, for illustration purposes only)

- Reinvent tourism offerings; refresh attractions
- Update events -- leverage participation of broader business community and package (e.g. Harbor Festival, Street Fairs, Art in Park)
- Engage City services to boost appeal and value to visitors (e.g. Recreation and Parks, Public Services)
- Focus on how to market what's here (e.g. Recycled Holidays with antiques, thrift, and vintage stores)
- Leverage “working waterfront” brand (with Harbor)
- Promote environmental assets (e.g. offer stewardship eco-tourism, link with Cal Poly and Cuesta for marine sciences, support a marine sanctuary branded as “Morro Bay”)
- Collaborate across City, schools, sports groups, non-profits, and others who create events to increase visitor stays (e.g. sports tournaments)
- Promote beach opportunities, especially for North Morro Bay
- Consider cruise ship visits to feature Morro Bay as a gateway to area
- Provide city-wide WiFi for residents and visitors – “Be connected at the Coast”
- Enlist professional festival and events coordination support
- Use City's Cloisters property (e.g. B&B)

# Very preliminary ideas: Diversification

(from informal input already received – not evaluated, for illustration purposes only)

- Leverage distinctive assets (e.g. fiber optic telecom link and appeal of surfing to software folk)
  - Software businesses
  - Server farm with Google or others
- Apply Morro Bay Power Plant assets (electric power and water access) for new purposes
  - Renewable energy
  - Aqua culture

# Process for Morro Bay Local Economic Action Plan (LEAP)



# Agenda for Workshop 1: Hopes, Issues, Options

8:30-10 a.m., Wednesday, Nov. 19, Fire Station, 715 Harbor Street

1. Who has a stake in the Morro Bay economy?
2. What your hopes for the Morro Bay economy?  
Why are they important to you?
3. What issues need attention to fulfill these hopes?
4. What options are useful to address the issues?
5. What information is needed to evaluate the options?

Next steps:

- Focused information gathering for each initiative through a volunteer work group to develop it.
- Follow up Workshop 2: Action Planning

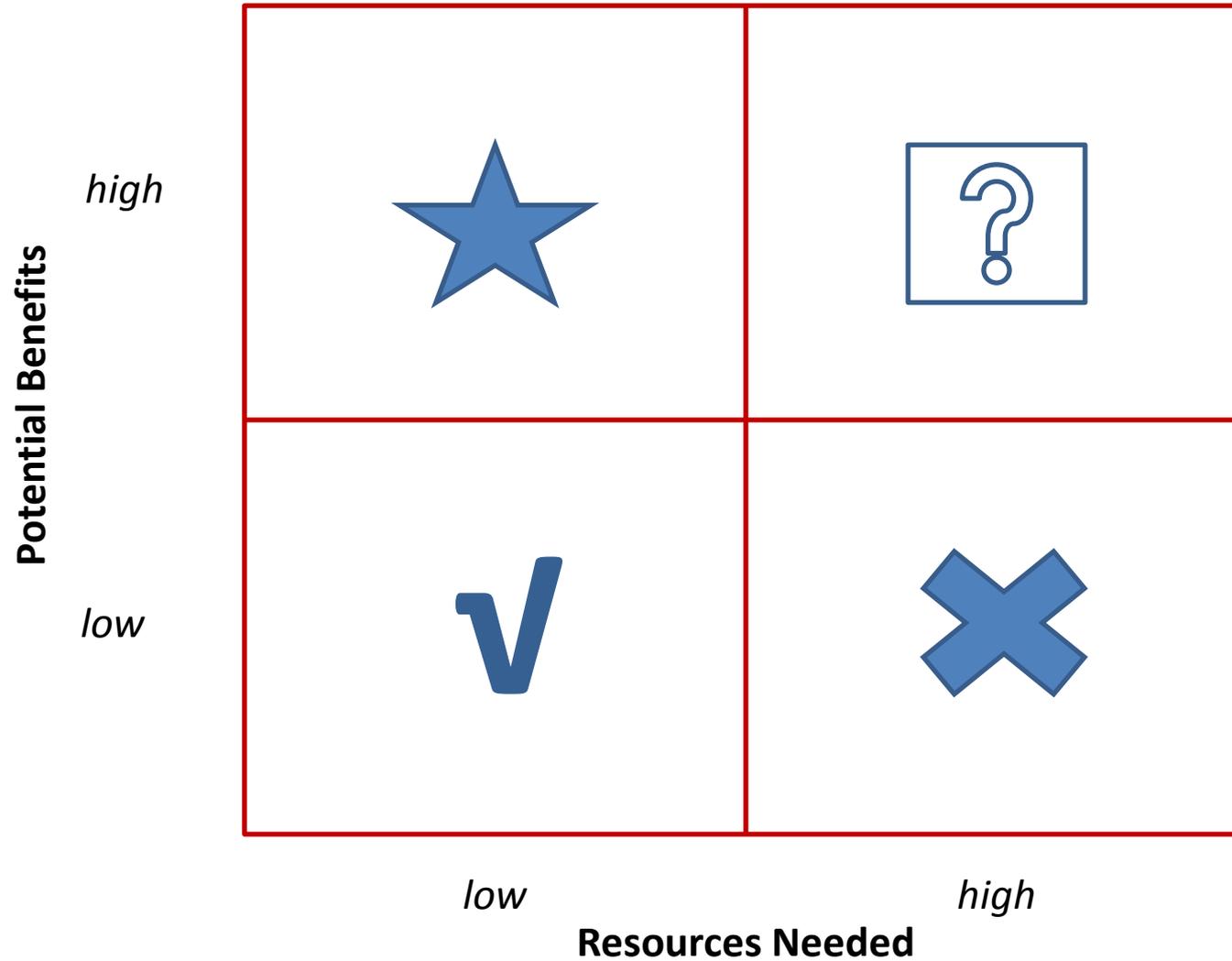
\* Based upon process in book "How Great Decisions Get Made."

# LEAP Program Initiatives (template)

Topic: \_\_\_\_\_

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule

# Opportunity Sorter



# LEAP Program Action Initiatives *draft*

## Topic: Expedite processing for targeted businesses

Targeted Benefits	Key Steps	Key People *=lead	Resources/ Comments	Schedule
<p>Retain, attract, and grow clean businesses offering multiple head-of-household jobs</p>	<ol style="list-style-type: none"> <li>1. Confirm parameters for targeted businesses (clean businesses offering multiple head-of-household jobs) to receive expedited attention</li> <li>2. Review objectives with Planning Commission for comments and suggestions</li> <li>3. Form City LEAP Team with desired expertise and clout (City Manager and lead Planner)</li> <li>4. Publicize objectives and process for tapping LEAP Team support.</li> <li>5. Engage City counter staff to identify and refer business opportunities</li> </ol>	<p>Council and input from workshops (City Manager*)</p> <p>Council designees and City Manager*</p> <p>City Manager*</p> <p>Chamber of Commerce Planner*</p>		<p>November 19</p> <p>(December meeting)</p> <p>December 2014</p> <p>January 2015</p> <p>January 2015</p>

# LEAP Program Action Initiatives *draft*

## Topic: Assess fiber optic connectivity opportunities

Targeted Benefits	Key Steps	Key People *=lead	Resources/ Comments	Schedule
Apply distinctive MB assets of fiber telecom, power, and coastal appeal to enhance and attract businesses with head of household jobs in info tech	1. City	City Manager* + IT		Complete by November 17
	a. Identify City assets (conduit , etc. for broadband use)			
	b. Estimate City's telecom spend and future telecom needs			
	c. Identify businesses in area with broadband telecom needs			
	d. Check with SLO and GB for telecom RFP			Complete draft by November 17
	2. Telecom possibilities	Tim Williams, Digital West*		
	a. Costs of build out in Morro Bay			
	b. Benefits of high-speed business service for local businesses			
	c. Potential interest of SLCUSD for connections			
	3. Profile of opportunity	Don Maruska* and Jeff Weir		Complete Complete exploration in November-December
	a. check interest with area businesses for satellite locations (IQMS, MindBody, etc.)			
	b. Interview realtors for availability of space			
	4. Review and recommend desired course of action for City	City Manager		January 2015



## ***LEAP Forward in Morro Bay***

“Get connected on the Coast”

Fiber optic connections for tech businesses

As a coastal gem, Morro Bay has the natural resources (surfing, kayaking, bicycling, hiking, etc.) to attract tech employees and the connectivity (fiber optic node) to keep them productive. The City of Morro Bay wants to expedite opportunities for fiber connections and businesses offering head-of-household jobs.

**Businesses** – Are you looking to expand or create a satellite location with 8 to 20 employees or more? Consider Morro Bay. People come from around the world to have their corporate retreats here. Why not have that creativity and productivity thrive every day? Enjoy nearby access to one of the top-rated computer engineering/science programs in the U.S. at Cal Poly. The City’s LEAP Team will help you move forward.

**Property owners and realtors** – Do you have 2000 to 5000 or more square feet available for quality commercial office space? Let us know. The City’s LEAP Team wants to work with you to diversify the economy and provide an inventory of tech-ready spaces for clean, attractive businesses offering head-of-household jobs.

*Morro Bay is open for business.*

Contact: Dave Buckingham, City Manager, 805-772-6205,  
[dbuckingham@morro-bay.ca.us](mailto:dbuckingham@morro-bay.ca.us)

# LEAP Action Planning Workshops for Merchants, Businesses, and Tourism

[initial schedule]

## ***Workshop 1: Hopes, Issues, and Options***

8:30-10:00 a.m., Wednesday, November 19

Fire Station, 715 Harbor Street

## ***Workshop 2: Action Planning and Early Wins***

6:00 – 9:00 p.m., Thursday, December 11

Morro Bay Community Center

*If you can't attend the workshops, provide input via the online survey at <https://www.surveymonkey.com/s/MorroBayLEAP>*

# City Participation

- 2 current and/or incoming Council members as regular attendees at workshops (all welcome)
- City Manager (plus other City staff as needed) and a City LEAP Team to assist businesses that fit the LEAP Strategic Framework
- Information resources (e.g. inventory of available space for commercial and clean, light industry)
- Website support (information updates about Morro Bay LEAP program and opportunity for community to offer online input)