



# **2022 Strategic Planning Workshop Recap**

## **Identified Goals & Objectives**

March 15, 2022

# Background

- City Council held a 2022 Strategic Planning Workshop on February 4, 2022 at Central Library from 9:00am to 2:30pm.
- The workshop was facilitated by Pat West Consulting and the City Manager's Office.
- The Workshop began with a review of the City's progress on last year's goals, followed by goal setting for 2022.



# 2021 Strategic Plan Outcomes

- Since the 2021 Strategic Planning Workshop, staff has initiated all 66 objectives (excluding one item that was tabled) and has completed 31.
- 34 in progress objectives have continued onto 2022 and remain active.

**66 Strategic Plan Objectives**

**31**  
**Objectives**  
Completed

**34**  
**Objectives**  
In Progress

**1 Objective**  
Tabled



# 2021 H-Items Outcomes

- In 2021, City Council also initiated 41 additional objectives through the H-Item process and approved 35.
- Nearly all approved H-Items are aligned with one of the five 2021 Strategic Planning Priorities.
- All 35 objectives have been initiated, and a majority (23) have been completed. 12 objectives are in progress.

**35 Approved H-Items**

**23**  
**Objectives**  
Complete

**12**  
**Objectives**  
In Progress

**0**  
**Objectives**  
Tabled



# 2022 Strategic Plan Priorities

Following a review of 2021 goals and objectives, the City Council reaffirmed 4 of the 5 policy areas (excluding COVID-19 Response) and added Fiscal Sustainability, Public Safety and Other as the 5<sup>th</sup> policy area. These policy areas will serve to focus the City's efforts throughout 2022.

## Community Engagement

- Improve communication mechanisms
- Improve community engagement experience

## Homelessness Response

- Enhance existing response efforts
- Develop response solutions to address root causes of homelessness
- Position HB to be a regional leader in addressing homelessness, mental health and related issues

## Economic Dev. & Housing

- Develop programs to support, promote and diversify economic base
- Utilize updates to Housing Element and land use policies as an economic development tool
- Pursue policies and projects to increase local housing supply

## Infrastructure & Parks

- Develop plan to address major facility needs
- Prioritize park and community center improvements in CIP
- Develop multi-modal and active transit infrastructure, esp. in downtown
- Develop smart city policies/ small cell access

## Fiscal Sustainability, Public Safety, Other

- Maintain a balanced budget and responsible spending of annual surpluses
- Implement solutions to enhance public safety

# 2021 Completed Goals

## Community Engagement

### *Completed in 2021*

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#### **Improve Communication Mechanisms**

- Developed/standardized information campaign tools
- Hosted 20+ virtual town halls during the pandemic
- Moved Council Meetings to the 1<sup>st</sup> and 3<sup>rd</sup> Tuesdays
- Examined creation of a small business roundtable

#### **Improve Community Engagement Experience**

- Modernized City's 40+ board/commission structure
- Coordinated a Charter Review process
- Coordinated Citizen's Academy during pandemic
- Instituted social media policy for elected and appointed officials
- Developed partnerships with community groups

- Condemned the 1/6 Capitol Insurrection
- Reaffirmed Declaration of Policy About Human Dignity
- Created a Council Policy Analyst position
- Established Annual Rockin' Fig Day
- Developed Rockin' Fig Memorial plans
- Coordinated OC Human Relations and DEI events
- Denounced white supremacy
- Recognized LGBTQ Pride Month; raised Pride flag
- Eliminated the Environmental Assessment / Subdivision Committees to streamline services
- Recognized October as Nat'l Bullying Prevention Month and reaffirmed commitment against bullying



# Community Engagement

## Virtual Town Halls during COVID-19

THE CITY OF HUNTINGTON BEACH PRESENTS

# CANDID CONVERSATIONS ABOUT COVID

**A Virtual Town Hall Series Hosted By:**  
Mayor Kim Carr  
Orange County Supervisor Katrina Foley

**WHEN:** April 21, 2021 at 6:00PM

**WATCH ONLINE:**  
[FACEBOOK.COM/CITYOFHB](https://www.facebook.com/cityofhb)



 CITY OF HUNTINGTON BEACH PRESENTS

## SUPPORTING MENTAL HEALTH IN HB

**A Virtual Town Hall Series Hosted by:**  
**BE WELL ORANGE COUNTY**  
**HUNTINGTON BEACH CITY COUNCIL**

**WHEN:**  
**Wednesday, April 28**  
**6-7pm**

**WATCH ONLINE:**  
[Facebook.com/cityofhb](https://www.facebook.com/cityofhb)  
[Youtube.com/cityofhb](https://www.youtube.com/c/cityofhb)

Join us as we discuss an innovative approach to mental health emergencies in Huntington Beach. Our partnership with Be Well OC will offer effective resources, including a mobile crisis response program that will address mental health, addiction and wound care calls for service, 24/7.



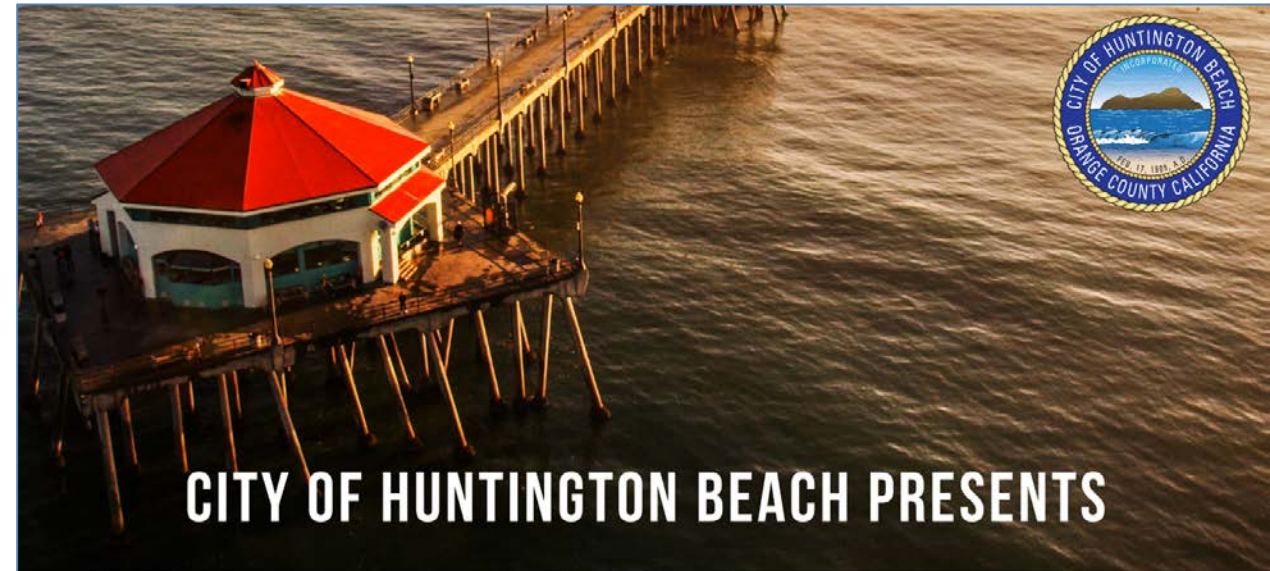


# Community Engagement

## Events to Connect with Residents



Community Pop-Up Picnic in April 2021



CITY OF HUNTINGTON BEACH PRESENTS

# 2021 CITIZENS ACADEMY

**NOW ACCEPTING APPLICATIONS!**  
Classes Held on Wednesdays (5-7PM)

2021 Citizens Academy



# 2022 Goals

## Community Engagement

### *In Progress and New for 2022*

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#### **Improve Communication Mechanisms**

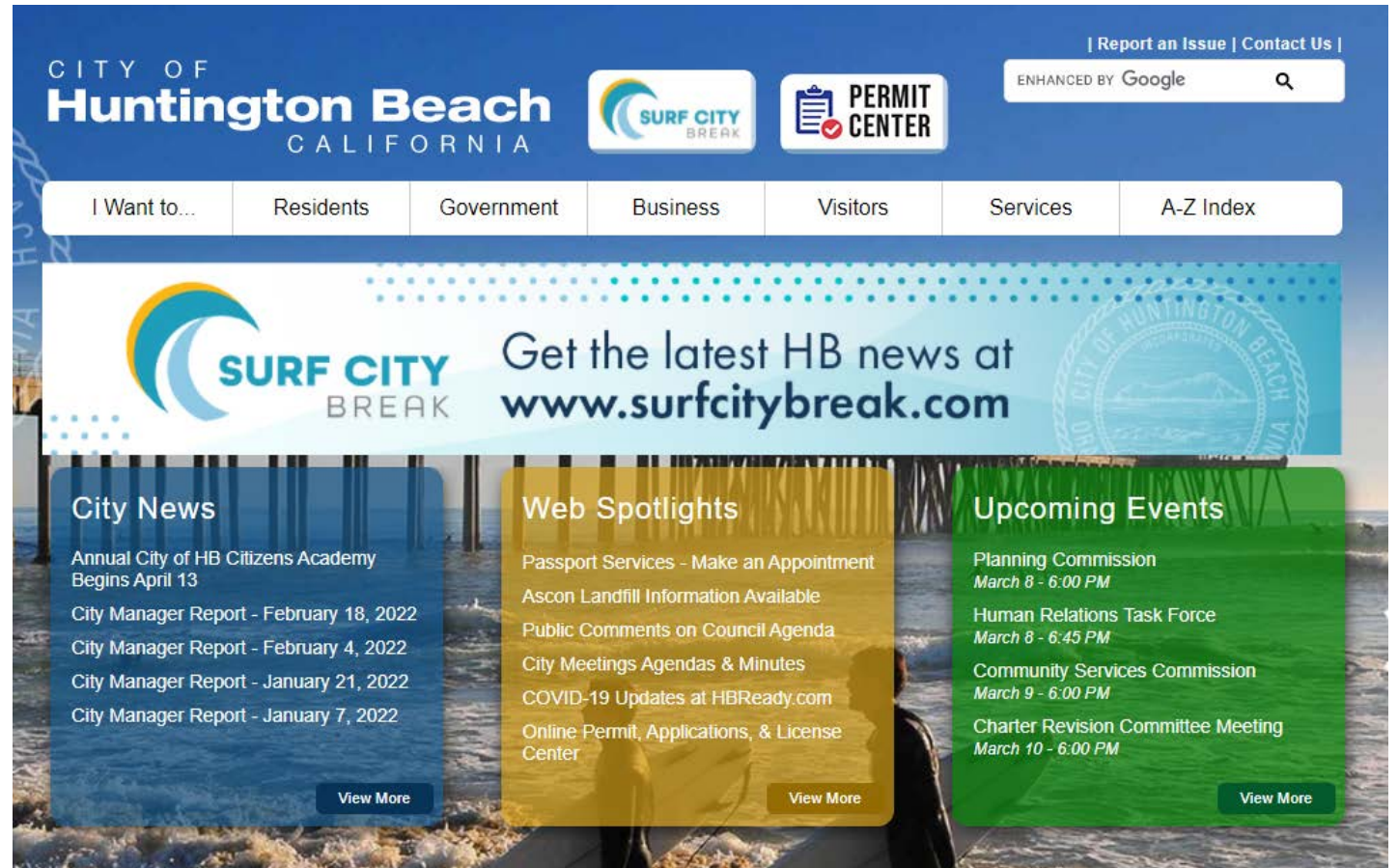
- Update the City's main website
- Expand the Communications Committee's scope of work beyond HBTv
- Centralize records management and PRA processes
- Replace or modernize the existing emergency notification system and constituent communication tool (MyHB)
- Develop a neighborhood-focused town hall program
- Create a central data platform and performance dashboard

#### **Improve Community Engagement Experience**

- Increase resident engagement with proactive, trustworthy and accurate info on all city outlets
- Develop age-friendly outreach, programs and infrastructure for all age groups
- Establish a dialogue series to heal community discord
- Develop a volunteer project coordination program
- Examine campaign finance reform options
- Examine ethics policy reform options
- Denounce hate crimes; develop process to manage hate crime data

# Community Engagement Website Redevelopment

- Efforts are underway to redesign and redevelop the City's website to be more user-friendly and serve as a one-stop shop for all City related information.



# Community Engagement

## Age-Friendly Communities

- Develop communication tools that can reach and engage with residents of all ages, so they have greater access to City services, programs and civic engagement opportunities.





# 2021 Completed Goals

## Homelessness and Behavioral Services Response

### *Completed in 2021*

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#### **Enhance Existing Response Efforts**

- Assessed operations of the Navigation Center and returned with an update of improvements that can be linked to the future Healing Center project
- Established a full-time position dedicated to homelessness and behavioral services
- Conducted quality-of-life enforcement activities
- Engaged community organizations to develop response programs
- Supported regulations on sober living homes and body brokering

#### **Position City to be Regional Leader in Homelessness, Mental Health and Other Related Issues**

- Launched Be Well mobile crisis response program

#### **Develop Solutions to Address Root Causes of Homelessness**

- Pursued City-sponsored permanent supportive housing developments
- Examined homelessness prevention program partnerships
- Created public outreach programs addressing homelessness and mental health
- Used data to define success at the Navigation Center

# Homelessness & Behavioral Services

## Be Well OC in Huntington Beach

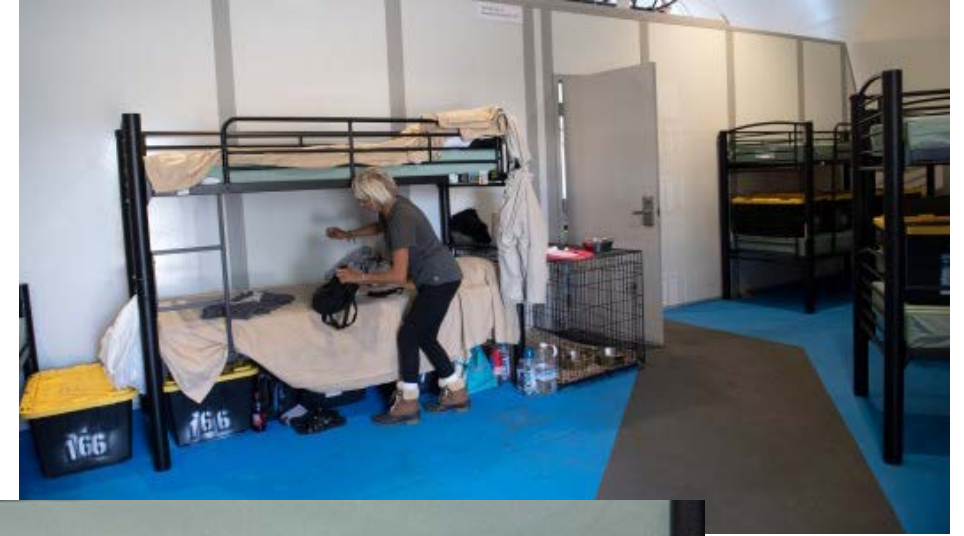
- Be Well OC in Huntington Beach is the first mobile crisis response program in Orange County to deliver mental health services directly to all community members in need.
- The program operates two vans, each staffed with a pair of crisis counselors who respond to non-emergency, non-medical situations such as a mental health crisis and follow up with case management services to ensure residents receive continual care.
- From August 2021 thru January 2022, the City has answered approximately 900 calls from 911 dispatch, freeing up police officers, EMTs and firefighters for more emergent situations.



# Homelessness & Behavioral Services

## Navigation Center

- Since opening in December 2021, the Navigation Center has served 277 homeless persons, housed 45, and matched 71 more with housing vouchers.
- The Center has been a key resource for the City's homeless response efforts and has given us an opportunity to connect with 4,411 individuals, serve 73,000 meals and provide onsite services ranging from health to employment.





# 2022 Goals

## Homelessness Response

### ***In Progress and New for 2022***

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#### **Develop Solutions to Address the Root Causes of Homelessness**

- Continue identifying opportunities to develop or increase access to transitional or permanent supportive housing.
- Develop an integrated data system that allows for client community information exchange to facilitate their care and housing placement

#### **Position City to be Regional Leader in Homelessness, Mental Health and Related Areas**

- Develop the Healing Center project to provide a local continuum of care that integrates resources from regional agencies, non-profit organizations, and community and volunteer based groups.
- Utilize the Healing Center to incorporate mental health and addiction response programs such as Be Well; new job training programs; and regional partnerships with homeless response agencies.

# Homelessness & Behavioral Services

## Healing Center Project

- Reimagine the current Navigation Center site to provide more comprehensive, coordinated services for the homeless.
- Staff is beginning to examine a potential site layout and is also securing partners to help develop and operate the Center and also pursue grant funding.



Photo of the Navigation Center today

# 2021 Completed Goals

## Economic Development and Housing

### *Completed in 2021*

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#### **Develop Programs to support, promote and diversify economic base**

- Review allowance of retail cannabis sales in HB
- Reviewed existing EV charging station regulations and amend applicable land use codes to prevent noise disruptions.
- Adopted a resolution supporting a permanent ban on new offshore oil, gas drilling off the California coast
- Developed a recovery fund program to support local businesses impacted by Adrian's Kickback

#### **Utilize Housing Element Updates and land use policies as an economic tool**

- Provided STR operators with an extension to comply with updated STR regulations

#### **Pursue Projects to Increase Housing Supply**

- Pursued a City-sponsored permanent supportive housing project
- Pursued workforce housing development projects
- Instituted inclusionary housing program rule updates



# Economic Development

## Cannabis Sales

- City Council formed an ad hoc subcommittee to begin developing a proposed ordinance to permit cannabis businesses (retail and non-retail) to operate in the City.
- The City has also decided to place a proposed special tax on the June 2022 ballot while developing an ordinance.



# Economic Development

## Middle Income Housing

- The Elan (18504 Beach Bl) and Breakwater Apartments (16761 Viewpoint Ave.) will be part of the City's new housing program to provide affordable rentals for moderate income families.



The Elan on 18504 Beach Bl.

# 2022 Goals

## Economic Development and Housing

### *In Progress and New for 2022*

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#### **Develop Programs to support, promote and diversify economic base**

- Develop a Sustainability Master Plan
- Develop a strategy to reinvest in local tourism and destination stewardship efforts as an economic development tool
- Consider Downtown revitalization improvements
- Institute new economic development strategy
- Consider investment modification policies that would limit or prevent investments in fossil fuel corporations
- Consider the development of a program to facilitate music events at appropriate city venues
- Review need for local hiring preferences ordinance
- Review legality of existing City food truck rules
- Develop a plan to attract millennials and Gen Z
- Partnering with Goldenwest College to develop job training

#### **Utilize Housing Element Updates and land use policies as an economic tool**

- Update Housing Element
- Assess viability of green industry growth / incubator
- Relax parking ratio regulations citywide
- Enable mixed uses in industrial zones
- Develop land-use changes to encourage redevelopment of strip-malls
- Analyze zoning code to facilitate ongoing outdoor dining and retail (post-COVID 19)

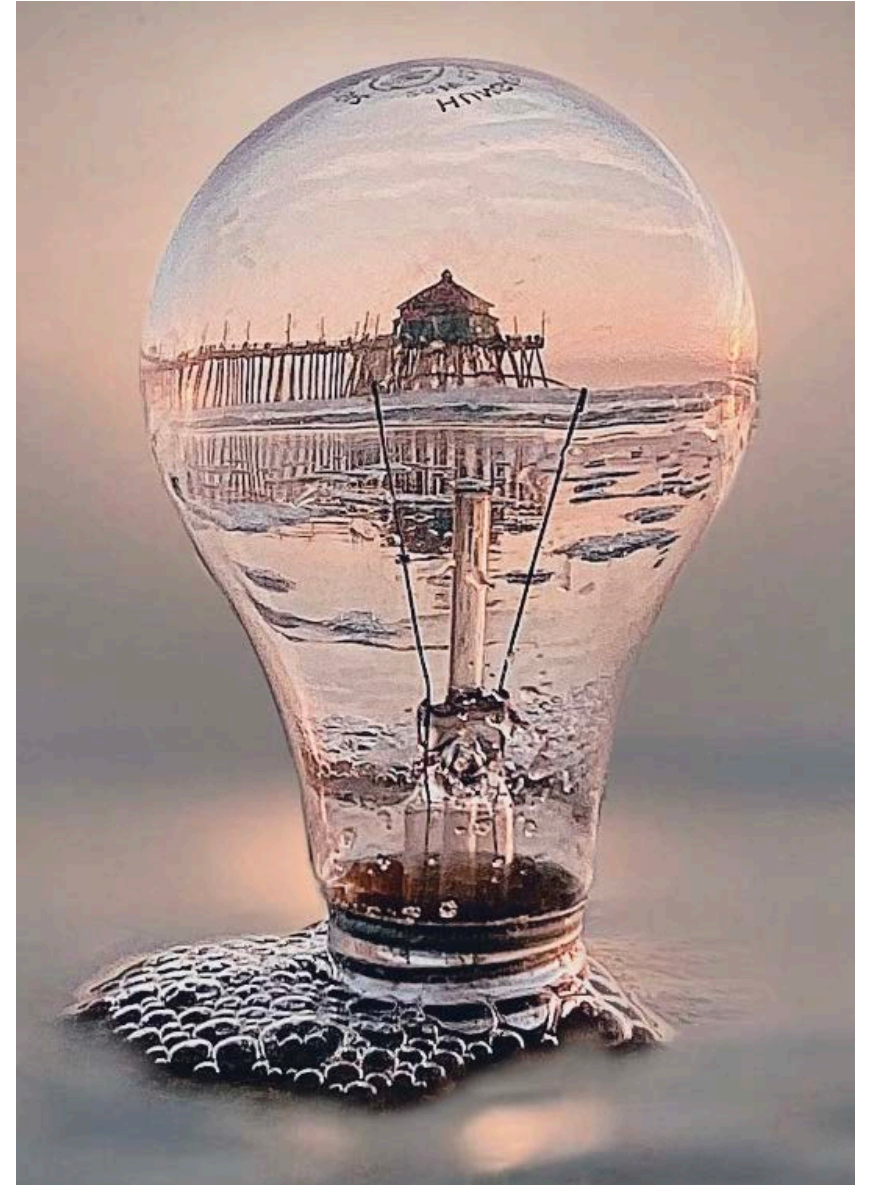
#### **Pursue Projects to Increase Housing Supply**

- Continue to identify opportunities to increase the affordable housing stock



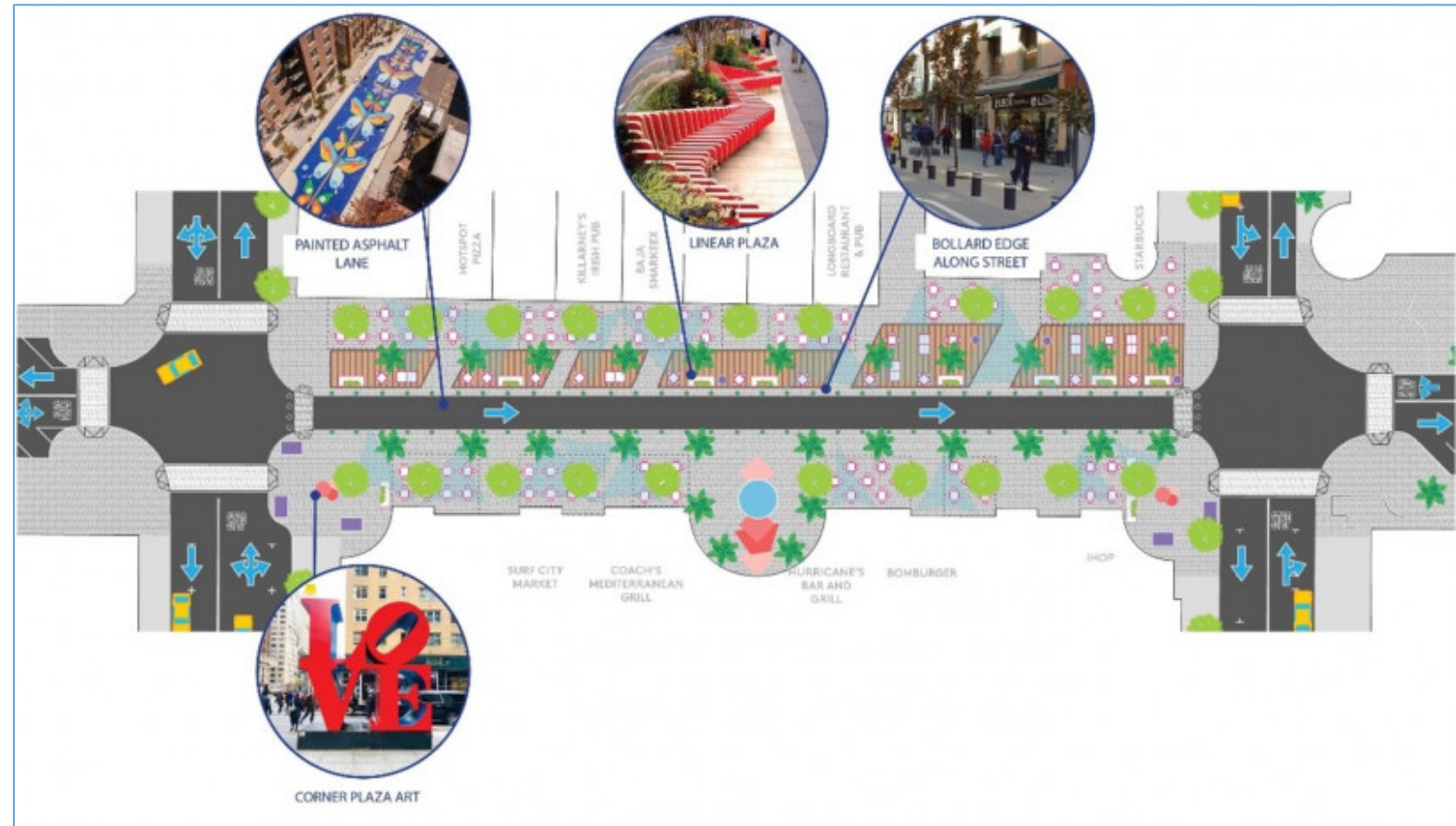
# Economic Development Sustainability Master Plan

- A Sustainability Master Plan will provide a clear roadmap for the City to evolve into a sustainable community in the areas of environmental and climate protection. However the Plan is unique in that it will also promote sustainability in community health and wellbeing and financial security for our most vulnerable residents.



# Economic Development Downtown Revitalization

- City will continue to consider and identify various potential improvements to the downtown to increase public safety, accessibility and a family-friendly atmosphere for residents and tourists alike.



A proposed rendering of a reimagined Downtown HB

# 2021 Completed Goals

## Infrastructure and Parks

### *Completed in 2021*

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#### **Develop Plan to Address Major Facility Needs**

- Examined viability of a Design-Build-Finance-Operate-Maintain (DBFOM) program
- Established a DBFOM Committee

#### **Develop multi-modal/active transit infrastructure**

- Developed an arterial beautification pilot program

#### **Develop smart city polices and small cell access**

- Reconstituted the Smart Cities Council Task Force

#### **Prioritize park and community center improvements**

- Constructed a total of **29** capital improvement projects valued at \$18M:
  - **5** park projects (\$2.9M)
  - **9** facility projects (\$1.3M)
  - **7** street projects (\$8M)
  - **8** utility projects (\$5.8M)
- Adopted a resolution in support of an OC Veterans Cemetery in the City of Anaheim

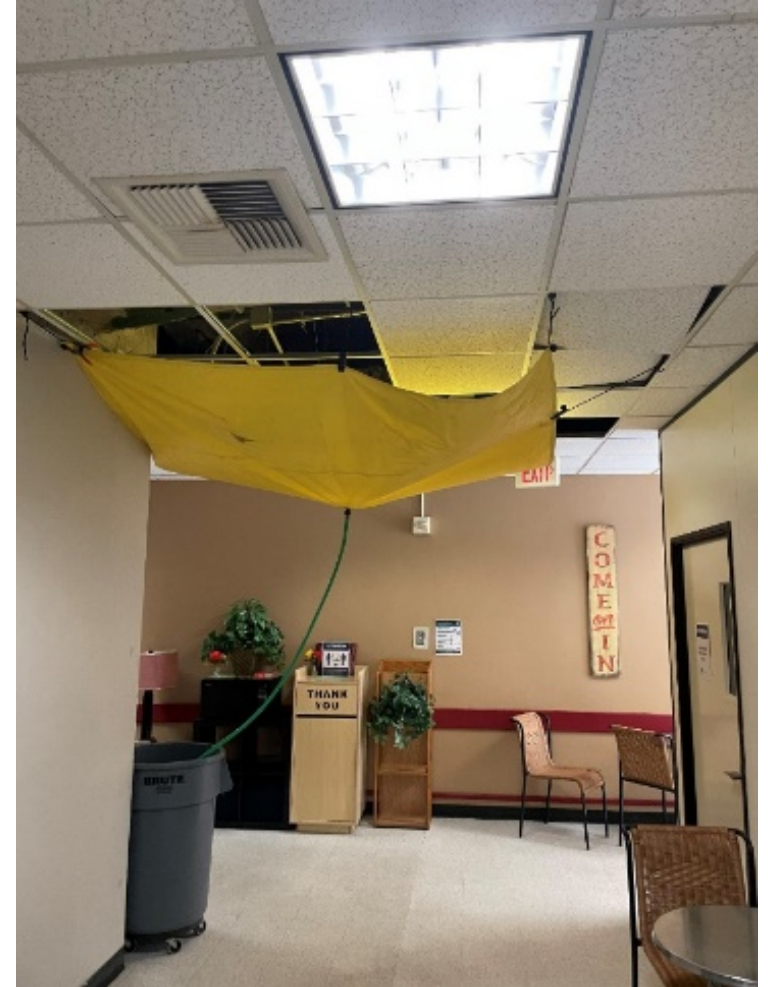


# Infrastructure and Parks

## DBFOM Project

### Facility Improvement Needs

- Police Station
- City Hall
- Lake Fire Station
- Marine Safety at Junior Lifeguard Headquarters





# Infrastructure and Parks

## Park Improvements



Bluff Top Railing Replacement



Central Park Playground



Edison Skate Spot

# 2022 Goals

## Infrastructure and Parks

### *In Progress and New for 2022*

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#### **Develop Plan to Address Major Facility Needs**

- Develop plan and cost analysis to shift to 100% renewables
- Develop plan to upgrade City fleet to alternative fuel vehicles

#### **Develop multi-modal/active transit infrastructure**

- Develop a Citywide ATP plan which prioritizes various transit modes.
- Assess viability of rail in appropriate transit corridors
- Conduct feasibility analysis regarding relinquishment of PCH to improve vehicle and pedestrian safety
- Permit use of e-bikes on beach paths, coupled with other speed enforcement and infrastructure improvements
- Implement study to identify street segments eligible for speed limited reductions under AB 43
- Update residential street paving plan to enhance street maintenance
- Develop a downtown resort district connectivity plan
- Develop a complete streets plan that includes pavement, alleys, and other surrounding issues

#### **Prioritize park and community center improvements**

- Identify a long-term plan for 2<sup>nd</sup> block of Main Street
- Pursue efforts to host LA2028 sporting events to HB
- Examine the potential annexation of Bolsa Chica
- An additional **77** capital improvement projects valued at \$49M are underway:
  - ✓ 5 park projects under construction; 11 in design
  - ✓ 3 facility projects under construction; 16 in design
  - ✓ 5 street projects under construction; 27 in design
  - ✓ 7 utility projects under construction; 3 in design

#### **Develop smart city polices and small cell access**

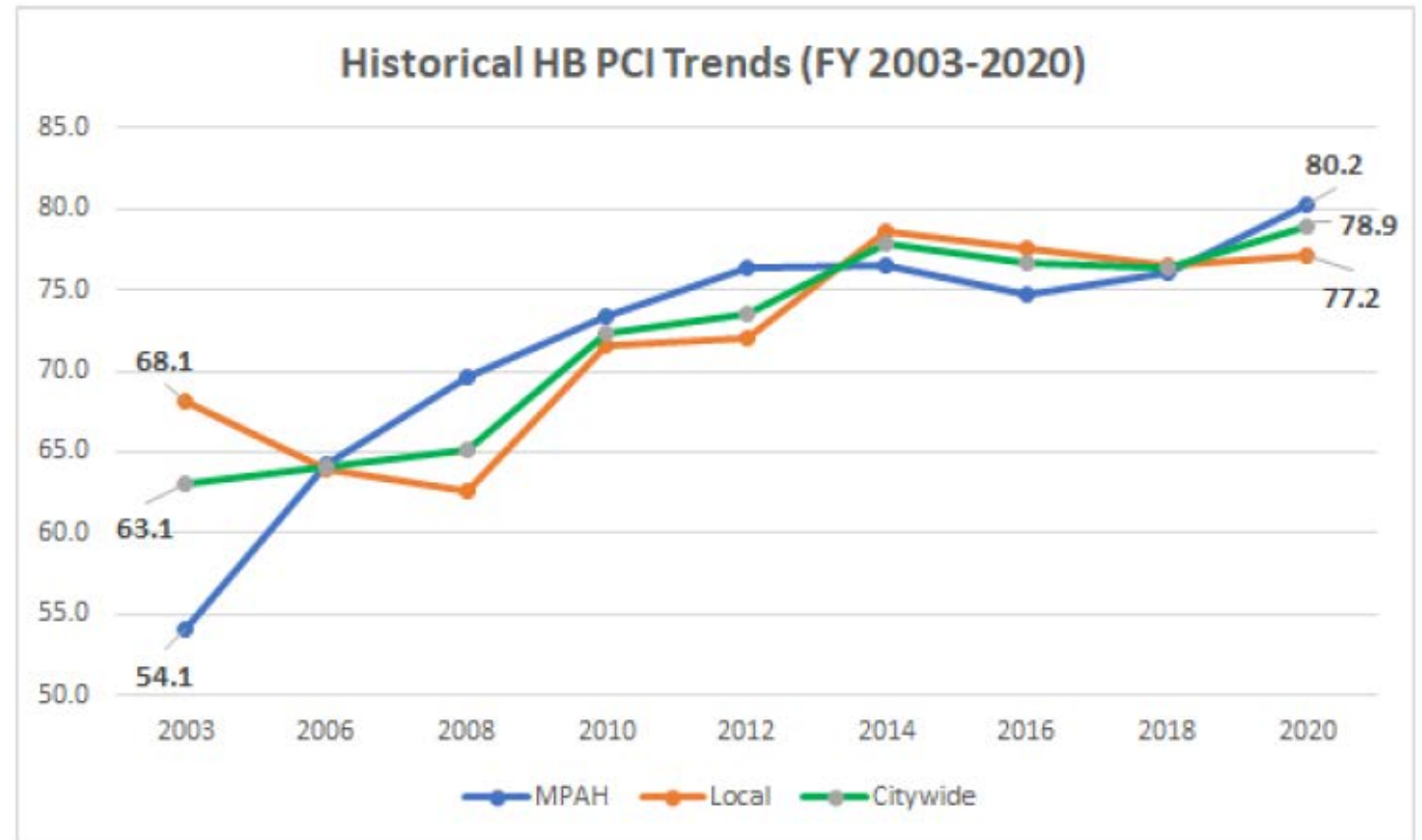
- Develop broadband access plans in appropriate community locations
- Update underground policy to ease telecom / broadband expansions
- Conduct an IT Security Audit to prevent cyberattacks and modernize our existing IT infrastructure, including constituent communication tools

# Infrastructure and Parks

## Paving Program

### Residential Zone Program

- The City's 12-year paving program began in 2011 and successfully increased our PCI.
- FY 22/23 will be the final year of the program. Afterwards, the City will move on to a 6-year cycle that will pave streets in shorter intervals.



# Infrastructure and Parks

## LA2028 Olympics

- City has met with stakeholders to discuss hosting a trio of Olympic action sports events in Huntington Beach. Sporting events include surfing, skateboarding and BMX.





# Infrastructure and Parks

## Oak View Community Center

- The City is working collaboratively with the Ocean View School District and the general community to prepare a master plan to redevelop the Community Center and adjacent Oak View Park, as well as expand and modernize Oak View Library to better meet the needs of this neighborhood.



# Infrastructure and Parks

## Major Initiatives in 2022

### Other Major Projects

- Central Park Fountains
- Edison Park
- Carr Park
- Bluff Top Erosion
- Main Street Improvements

### Master Plans

- Mobility Plan
- ADA Transition Plan
- Fire Station Master Plan
- Fiber Master Plan
- Fleet Management Plan
- Sustainability Master Plan
- Pavement Management Plan (Update)
- Park Master Plan
- Library Facilities Master Plan



# 2021 Completed Goals

## COVID-19 plus Fiscal Sustainability

### *Completed in 2021*

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#### **Monitor and Respond to COVID-19**

- Coordinated regular distribution of COVID-19 info
- Facilitated virtual town hall series on vaccine topics
- Served as a role model for COVID-19 guidelines to facilitate reopening
- Continued to maintain access to all City services
- Developed small businesses economic support programs
- Supported regulatory flexibility to help businesses recover
- Reviewed applicability of relevant Federal & State support programs
- Terminated COVID-19 Local Emergency Declaration
- Considered instituting a local eviction moratorium (tabled)

#### **Maintain a balanced budget and responsible spending of annual surpluses**

- Developed and institute a plan to balance the City's budget
- Developed and institute a sustainable plan to finalize labor contracts
- Analyzed the need to update and modernization the City's UUT
- Coordinated development of a General Fund Reserve Policy

# City Budget & Fiscal Position

We are projecting a FY 21-22 surplus with modest surpluses over the next four years as a result of key financial decisions made by City Council and the ongoing recovery from the COVID-19 economic downturn.

- **FY2020-21** concluded with a \$5.2M surplus, after year-end transfers
  - City Council approved additional investments of \$4.4M into capital infrastructure and \$1.3M of essential capital equipment needs from the year-end surplus.
- **FY2021-22** is projected to conclude with a \$4.3M surplus (subject to change)
- **Historic Infrastructure Investments in FY2021-22**
  - General Fund transfer to the Infrastructure Fund increased by 130% to \$11.5M.
  - CIP budget increased 57% to \$39.3M
- **Additional One-Time Funding**
  - City received \$29.6M through the American Rescue Plan Act. City Council approved an expenditure plan to invest funds in projects.





# 2022 Goals

## Fiscal Sustainability, Public Safety, and Other

### ***In Progress and New for 2022***

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#### **Provide Public Safety Solutions**

- Adopt an ordinance to prohibit the unlawful possession of catalytic converters
- Develop a bicycle safety plan that promotes safe routes, safety instruction for students, and e-bike regulations
- Address the long term future of Main Street

#### **Maintain a balanced budget and responsible spending of annual surpluses**

- Maintain responsible spending of the annual surplus and a continued balanced budget each year.



# **2022 Strategic Planning Workshop Recap**