

**Minutes
Huntington Beach City Council
Strategic Planning Workshop**

Tuesday, January 5, 2021
9:00 AM – Meeting Rooms C&D
Central Library, 7111 Talbert Avenue
Huntington Beach, California 92648

CALLED TO ORDER – 9:08 AM

ROLL CALL

Present: Kalmick, Ortiz (arrived 9:30 AM via Zoom), Carr, Posey (present until 11:40 AM), Moser, and Delgleize
Absent: Peterson

Pursuant to Resolution No. 2001-54, Councilmember Peterson requested and received no objections to be absent.

Councilmember Kalmick made a motion to deny permission for Mayor Pro Tem Ortiz's absence, and Mayor Carr seconded the motion. The motion received no objections. However, at 9:30 AM, Mayor Pro Tem Ortiz joined the meeting via Zoom.

PLEDGE OF ALLEGIANCE – Led by City Attorney Michael Gates

ANNOUNCEMENT OF SUPPLEMENTAL COMMUNICATIONS (Received After Agenda Distribution)

Pursuant to the Brown "Open Meetings" Act, City Clerk Robin Estanislau announced communications received by her office following distribution of the Council agenda packet:

Administrative Items #1 (21-001)

- #1 (21-001) A PowerPoint presentation submitted by Pat West, Pat West LLC.
- #1 (21-001) A PowerPoint presentation titled "City of Huntington Beach – City Council Strategic Planning Workshop" submitted by Oliver Chi, City Manager
- #1 (21-001) Five (5) email communications.

PUBLIC COMMENTS (3-Minute Time Limit Via Zoom)

Amory Hanson was called to speak, identifying himself as a candidate for City Council in 2022 and current member of the Historic Resources Board. He stated his opinion that the number one goal Council should consider is to transition away from virtual assembly that restricts the public's right and ability to participate in local government decisions.

Steven Shephard was called to speak, and stated his opinion that Council prioritize improving pedestrian and bicyclist infrastructure to reduce congestion and increase public safety not only for children, but for all residents who walk and cycle as means for transportation, exercise, and outdoor activity.

ADMINISTRATIVE ITEMS

1. 21-001 Strategic Planning Workshop

Pat West, CEO Pat West LLC, opened the workshop by introducing members of the PW LLC team, including Craig Beck, Isabelle Arvea, and Michelle Foster.

City Manager Oliver Chi introduced members of the City Council, elected officials and Department Heads.

Mr. West presented a PowerPoint that included the following titled slides: *Review of Workshop Expectations, HB strong, There There, Free Speech Corner, Dog Friendly, Historic Buildings, Tall Buildings, Tourism, Mixed Use: Residential / Retail, Small Business, Junior Lifeguard Program, Public Art, Parks, Wetlands – Bolsa Ecological Reserve, Least Tern – Snowy Plover Sanctuary, Wildlife, and, Conclusion.*

Team Pat West, LLC distributed index cards to Councilmembers to notate priorities for the year for collection later in the Workshop.

At 10:17 am, City Manager Chi called for a 15-minute recess.

At 10:32 am, the Workshop resumed.

City Manager Chi presented a PowerPoint entitled *City Council Strategic Planning Workshop - Overview of Key City Issues* that addressed the following topics: *Review of Key Issues Facing City, COVID-19 Response, City Budget / Fiscal Position, Homelessness Response Efforts, City-Facility Capital Improvement Needs, Implement New Economic Development Strategy, Development / RHNA Issues, Labor Relations, and Ongoing CIP Efforts.*

Mr. Chi provided details into each key city issue:

COVID-19 Response Goals

- maintain public access to all City services
- keeping the workforce safe to ensure continued services
- economic recovery
 - figuring out how to distribute \$650k in small business grants
 - continuation of OneHB micro grant program
 - evaluating programs such as the emergency Temporary Use Permit (TUP) Program
- vaccination process
 - with lack of direction from the Federal government, there is a need to work with the County to vaccinate residents; the County's goal is to vaccinate everyone in the County who wants to be vaccinated by 4th of July (City staff will be needed to assist with this effort)

City Budget/ Fiscal Position

- The budget is balanced and there are \$70M in General Fund reserves to help with the current crisis; pension costs are a priority to be addressed, if nothing is done in the next four years, costs will be in a deficit

Homelessness Response Efforts

- The Navigation Center is now operational, and there is a departmental approach for mobile crisis response; the shelter is for targeted enforcement of keeping public areas accessible; permanent supportive housing is the attainment goal
 - projects such as Jamboree housing - funding is needed for these types of projects and staff is looking at inclusionary housing policies and the possibility of in-lieu fees
 - Councilmember Delgleize was acknowledged for being a champion on mental health crisis response, and the need for mental health and substance abuse resources at the shelter is ongoing

City-Facility Capital Improvement Needs

- The City has facility capital (approximately 1.75m sq. ft.)
 - Police Station (modernizing cost \$25M)
 - Downtown Lake Fire Station (modernizing cost \$3M)
 - Civic Center (modernizing cost \$3M) - Sean Crumby is working on possible innovative Civic Center development through Performance Guaranteed Facility (PGF) program which designs, builds, finances and maintains a new grand civic plaza like Long Beach did through a 40-year partnership

Economic Development / Development / RHNA

- Mr. Chi acknowledged Director of Community Development Ursula Luna-Reynosa for leading to address these efforts on behalf of the City
- Several key development projects in the pipeline
 - Bella Terra has submitted preliminary plans to City
 - The 6th cycle of RHNA/Housing Element update begins in October and the City is required to zone for an additional 13,000 housing units (an appeal is underway)

Labor Relations

- Six (6) of the nine (9) MOUs are expired, 1 (Fire) is set to expire soon; addressing this affects the budget, but there is a need for MOU upgrades

Ongoing CIP Efforts

- Despite the pandemic, staff has been maintaining key improvement projects, the fiscal year budget included \$24.6M in capital enhancements such as the Edison Community Center, Central Library Foundation restoration, Central Library/Park Public Art Project, etc.
- Updates to the Library Facility Master Plan and the Parks and Recreation Master Plan
- Other goals: water infrastructure, City fiber optic network expansion, etc.

Councilmember Kalmick and City Manager Chi discussed Unfunded Accrued Liability (UAL) pension debt.

Craig Beck (Pat West, LLC) transitioned discussion to the priorities notated by Councilmembers on the index cards provided earlier, and set the goal of the exercise to recognize the priorities of the Council, and how they can fit within the key issues for City management.

Michelle Foster (Pat West, LLC) specified the discussion would help align with distribution of resources.

Mr. Beck read priorities notated by Councilmembers:

- Regional Housing Needs Assessment (RHNA) numbers
- New development
- Infrastructure
- Community participation
- Cannabis
- Homelessness
- Citywide broadband
- Beach Boulevard
- Opening small businesses safely
- Opening City Hall safely
- COVID-19

The priorities were condensed into five categories:

- Community Engagement
- Homelessness
- Economic Development & Housing
- Infrastructure (including parks)
- COVID-19

Mr. Beck addressed the COVID-19 response priority by asking, “How does the City look at COVID-19 response?” ... “Are the priorities only within protecting small businesses and getting a vaccination plan?” ... “Is COVID-19 going to remain a priority for the entire year?”

Councilmember Delgleize specified that all aspects of City services need to be covered when addressing COVID-19 as a priority, and discussed ramping up homeless shelter services, including COVID-19 vaccinations and public education about shelter responsibilities.

Mayor Carr spoke to COVID-19 response and to programs that the community needs to be aware of through the website, Town Hall meetings, and educational media on television. She discussed information on available grant funds, vaccination plans, economic recovery, local business outreach, and partnership with local hospitals/Chamber of Commerce for sharing of accurate information.

Councilmember Kalmick spoke to public participation and public information across the board, explaining to residents the purpose of City plans, implementing reverse 911, mass texting and utility inserts.

Ms. Foster and Councilmember Kalmick discussed how to identify public information and participation goals, and move forward. Councilmember Kalmick voiced concerns that the City is behind on conversations of importance, and called for focus on advance planning, i.e., having conversations early (6-8 months) on items that are coming, and addressed repetitive messaging.

Councilmember Moser spoke to information spreading for all: seniors, those who do not receive information via text or internet, repetitive messaging, reiterating information in various formats, quick via use of graphics; also, using the City Call Center to collect feedback from the community on information that has already been put out.

Mayor Pro Tem Ortiz spoke to critical need in assisting small businesses with a lack of income due to COVID-19, questioning how to economically recover and stop the closure of 10- to 20-year-old

businesses, the surge in homelessness, reiterating the message to stay at home if you are sick, and getting a vaccine.

Mr. Beck acknowledged the recurring theme of information dissemination and community engagement, questioning how to create a uniform message on effects and City services, how to tie these into Council priorities, and what ideas and setbacks the City look to. Mr. Beck asked for Council feedback on the following:

- Homelessness is a national problem
- COVID-19 is affecting homelessness
- How can the City support small businesses? (street closures, parklets, jobs/business programs)
- With RHNA, how is the need going to be addressed? ADUs? Housing Element? What do these policies mean to economic development?
- Housing creation will affect economic opportunity
- Who you house should work in the City
- Do municipalities provide broadband? Do they collaborate? How do they create lower cost access to broadband? Is the infrastructure there?

Councilmember Posey acknowledged that economic development and housing go hand-in-hand, and identified a goal for the City to revisit each master plan on a quarterly basis. He stated his opinion that redevelopment can help address many issues, and the Council needs to be courageous towards the community that vocalize against it. He shared points in time for specific Council actions: Zoning overlays 2006-2010 impacting Beach Boulevard; opportunity to redevelop 1960-1970 strip malls; and, Huntington Beach being the only coastal City that does not have development on the sand, suggesting that if mid-rise development on the sand were to occur, infrastructure priorities could be addressed. He also reminded Council of past conversations on leveraging economic development to generate revenue.

Councilmember Delgleize voiced concerns about the community's lack of information even with their active engagement on social media. She concurred with prioritizing economic development, recalling the Beach/Edinger Corridor Specific plan with community engagement through meetings, and its positive impacts on blight. She described information dissemination as critical to activate resident participation, even without a consensus. She also acknowledged Park funding as a low, but vital amenity.

Ms. Foster discussed how communities are built to change but may result in community tension, how adaptation is needed, and that embracing change is key.

Mayor Carr acknowledged the five priorities, but with an overarching need for keeping the budget in mind (fiscal stability).

Ms. Foster reminded Council that unfunded priorities reoccur as priorities, and Councilmember Kalmick requested a list of 2019 priorities for reference.

Councilmember Posey concurred with creating fiscally stable priorities, and reminded the Council of consultants hired by the City to develop plans that have come up short on provided updates to the Council. Speaking specifically to incoming Councilmembers on the purpose of these workshops, he recognized these exercises could be helpful to set political agenda and priorities.

Mr. Beck reiterated Fiscal Stability as the overarching Council priority.

Mayor Carr called on, and Mayor Pro Tem Ortiz confirmed his agreement with the priorities as presented.

At 11:36 a.m., Mr. Chi called for a 30-minute lunch break. Mr. Beck requested that during the break, Council consider actions to move forward, and opportunities for improvement and success.

At 12:22 p.m., the Workshop resumed.

Mr. West reminded the Councilmembers of the “super powers” they have at setting policy and direction for the City Manager:

- The City is a good size; it’s manageable, and when cities are larger, issues arise
- Innovation is possible when creating policy to assist the constituency
 - constituency and outreach; different levels of outreach needed to address all residents
 - What drives community engagement? Wealth? Income? Diversity? Education?

Isabel Arvea (Pat West, LLC) explained the meaning of community engagement, and different methods of communication:

- Community engagement is about information spreading and call to action
- Different neighborhoods need different methods of information sources (mailers, postcards, e-mail blasts, calls, texts, door-to-door engagement)

Mr. West emphasized the need for the City Manager to immediately inform Council of big-ticket items to facilitate the decision-making process and obtain community buy-in from constituents.

Mr. West continued discussion on how Council direction can have an impact on the City’s management team:

- Council votes set a “vibe”
- How direction is met, and an interdepartmental approach taken to address requests and motions made
- How deadlines are set
- Uncertainty on Council direction to be clarified by the City Manager

Mr. Chi showed the 2019 priorities list requested by Councilmember Kalmick before the break:

- Enhance and maintain high quality City services
- Enhance and maintain the infrastructure
- Strengthen long-term financial and economic sustainability
- Enhance and modernize public safety service delivery

Mr. Beck initiated a conversation on community engagement and using it to bring priorities forward and to fruition. Ms. Foster verified with the Council that everyone agrees on what community engagement means.

Mayor Carr identified ways to engage with the community and ensure there is a call to action (text message structures, phone calls, HBTv Channel 3, MyHB service request app, public service announcements (PSAs), YouTube, word of mouth).

Ms. Foster suggested volunteer groups and non-profit partnerships.

Councilmember Moser concurred with Mayor Carr and Ms. Foster, and spoke to the idea of community

mapping and using residents as assets: How can residents be helpful and have a select group that can serve as a clearing-house of information? How do we ensure we are using the preferred ways of community engagement?

Mr. Beck asked Council to provide an example of community engagement gone well.

Councilmember Kalmick stated his opinion that there are no good examples to share.

Councilmember Delgleize referred to OCTA's feedback numbers, which in her opinion are great.

Councilmember Kalmick recognized that information shared directly by the Council ahead of time is helpful, and that Mr. Chi's newsletter is rich in information and very resourceful.

Mr. Beck requested that Council consider how to leverage current resources; Ms. Foster reminded everyone of the Fiscal Stability theme.

Councilmember Kalmick spoke to small business roundtables; engaging different stakeholders so there is a variety of residents engaging.

Ms. Foster initiated a conversation on establishing partnerships.

Councilmember Delgleize pointed to the CERT program as a potential partner, and emphasized the need to apply what works to current resources already assisting in engagement.

Councilmember Moser spoke again to community mapping and the creation of a structure that would allow the City to speak in unison and create access points everyone can refer too.

Councilmember Delgleize recognized members of the community who engage in, and graduate from, community leadership programs.

Ms. Arvea spoke to organic community engagement and provided the following points:

- Community mapping helps give residents a sense of identity and community empowerment
- An empowered community is engaged, and will serve as the biggest advocate for two-way communication with the Council
- The community that is empowered can be your biggest supporter when trying to push an idea forward

Mayor Pro Tem Ortiz called for timely and consistent updates on the MyHB app, and in his opinion, social media is not always effective.

Mr. Beck highlighted the community engagement theme as:

- Community engagement can be improved
- Community engagement functions two ways
- Community engagement has gaps ... what are they?
- What is working?
- When engaging with the community, flexibility is needed; feedback will be given; feedback should influence decision making
- It is okay to change positions on policy, based on what the community is providing back as insight?

Councilmember Kalmick suggested that the structure and appointment process for City board, commission, and ad-hoc committees be reviewed; questioned consolidation and perhaps formation of an Ethics Commission. He also recognized the political advantages of appointment.

Councilmember Kalmick discussed social media and questioned if a formal policy is in place, and how the Council can present one voice in an official capacity.

Councilmember Kalmick shifted discussion to community engagement during a campaign, how to keep outside interests out, campaign finance law and contribution limits, and possible update of the City's policy on ethics.

Councilmember Kalmick emphasized his communication goal as timely, accurate, direct; in a manner where the community feels like they can trust their governmental body to be an information distributor.

Mr. Beck began a conversation on formal versus informal communication.

Councilmember Moser stated that the City's website be considered a timely information producer that residents rely on at all times. She shared her sense community division, and spoke of opportunities to change how the community speaks to each other through community dialogue, and intercommunity conversations that may help heal the divides.

Ms. Foster briefly spoke to conversation versus online chatter, and Mr. Beck acknowledged that social media dialogue needs structure.

Mr. Beck shared views on the "charm of the elected," sharing his opinion that elected officials having the ability to "work the room" and be instinctual in engaging and diffusing upset residents.

Councilmember Kalmick addressed communication flow with people who do business with the City (subcontractors, project developers, etc.), and how conversation can lead to local hire. He also questioned the need to review the City Charter.

Mr. Beck transitioned to homelessness, and questioned the biggest success of opening the Navigation Center.

Councilmember Delgleize spoke to time and process, and how the community was able to see first-hand the slow progression of a government project. She also recognized the importance of innovation and partnerships with other entities to accomplish project goals.

Mayor Carr commended the community for their participation, acceptance, and engagement. She stressed the need to educate everyone on the roots and causes of homelessness, identifying preventative measures, and understanding how mental health and substance abuse tie into the homelessness topic. She pointed to the City's position on sober-home living facilities, support for the *Be Well* OC Program, engaging with partners such as the business community and Chamber of Commerce, and recognizing who is on the front line witnessing homelessness.

Councilmember Moser acknowledged the road to accomplishment of the Navigation Center, and placed emphasis on getting the questions on the logistics answered. She discussed the purpose of the Navigation Center, the length of time people are housed, attainment of benefits, success metrics,

its root issues, opportunities for partnership, and advocacy for continued funding.

Councilmember Delgleize recognized the need for cities be their own individual advocates.

Councilmember Moser recognized the need for continued efforts for improvement.

Ms. Foster shared about metrics, and her opinion that unmeasured plans go nowhere.

Mr. Ortiz shared his impression of issues with the Navigation Center, including a need for computers and Wi-Fi access for job searches, educating the homeless population about Center structure and resources, and how to attract the homeless to enter the center.

Ms. Foster shared that data helps establish a continuum.

Councilmember Kalmick questioned efforts to aiding the homeless into the center. Mr. Chi spoke to the legal constraints and planned enforcement efforts, court-ordered assistance, loitering enforcement, targeted enforcement, and interdepartmental approach.

Councilmember Kalmick inquired, and Mr. Chi confirmed that internet access is available at the navigation center, and also identified receipt of donations.

Councilmember Kalmick requested, and Mr. Chi agreed to provide community updates regarding homeless encampments and enforcement mechanisms.

Councilmember Ortiz inquired about ways to improve the experience for families and children at the Navigation Center. Mr. Chi spoke to the policies in place, reminding Council that it is not a walk-up center, i.e., by referral only to reduce foot traffic that would concern the neighboring residents. He continued that despite this, it is a low-barrier access center with the only requirement being a Huntington Beach transient, and as many clients are mentally ill, homeless families with children are not serviced at the Center, but instead are referred to other local resources.

In response to Mayor Carr's inquiry homeless encampments activity, Police Chief Harvey provided targeted enforcement and statistical data:

- Four case managers assigned
- Since 2015, more than 10,000 contacts with homeless individuals have occurred (many are repeat contacts - not atypical)
- Numerous individual contacts are required for people to accept services
- Most classified as chronically homeless in the City have been contacted
- Services are offered on-camera
- There is an enforcement operation scheduled for early Friday morning (camping, loitering, sidewalk blocking)
- Enforcement can only occur when beds are available
- Enforcement provides opportunity for individuals to seek resources
- The department must follow through on enforcement when services are declined in order for the tone to be set
- The goal is to ensure that public spaces are available for the community to access
- COVID-19 screening for new clients has been innovative
- Appointment availability has increased in a safely-timed manner

Mr. Beck transitioned discussion to Economic Development & Housing.

Councilmember Kalmick spoke to ensuring that residents are able to be part of the workforce in the City, especially since the number of RHNA housing units required by the City is increasing. He stressed the importance for Council to understand the methodology behind the requirements RHNA calls for in order to work together to access State funding. He discussed revenue sources, questioning policy relating to cannabis, how to attract businesses the City wants, micro business communities, a city concert venue, the utility tax and solar industry, and how City alignment of these revenue sources compares with other cities.

Councilmember Delgleize provided thoughts on development, questioning that with over 700 underperforming strip malls, is the City in a position to incentivize redevelopment? She also discussed correlation between bringing new business, new development, and economic opportunity into the City. She recognized Goldenwest College's efforts to train certain market employees, and wondered about how to share this information with employers. She also questioned the availability of CARES Act funding for existing businesses, and discussed business retention and community support for businesses.

Mr. Beck stated that infrastructure is the building block of economic development, and asked Council to look at housing and economic development as a collective:

- How can the dollars generated help meet Council priorities (fiscal stability)?
- Housing as an indirect tool of development
- Zoning and land use affect property values
- How do opportunities diversify?
- How do ideas receive support through infrastructure?
- How do you support people, cars, and bicyclists?

Mayor Carr challenged the Council to think big about how to collectively attract new businesses:

- Revitalizing corridors
- Business incubators
- What is the next wave of business the City can take advantage of?
- How can the City attract the talent of graduates from three (3) universities close in proximity?

Mayor Carr reiterated the Council's role as decision makers that clear opportunities for growth, and questioned how does the City engage with the State to ask for assistance in meeting its goals?

- The City entity does not have to build, but can encourage those that want to build to do so through policy
 - how can middle-class housing be addressed?
 - how can the City be supportive of housing for seniors or veterans?
- Opportunity for cannabis revenue

Councilmember Moser spoke to environmental and climate sustainability goals and the need to explore eco-friendly opportunities.

Councilmember Kalmick spoke to zoning opportunities for economic and climate sustainability.

Councilmember Delgleize spoke to the success of working partnerships within the County, citing Springfield Housing as an example.

Mr. Beck concurred with opportunities for partnerships, and questioned the City's use of current assets for partnerships and public-private partnerships (P3s).

Mayor Carr asked about Long Beach Measure A and Blue Line funding, and Mr. Beck clarified there is no correlation.

Councilmember Kalmick spoke to the lack of broadband access in certain areas (digital divide); smart cities partnership and opportunities for the transportation sector; access in public facilities; and, AB34.

Mr. Beck called attention to the infrastructure improvement plan.

Mayor Carr called for strategizing on tourism and the hospitality industry, ridesharing, and expanding the touristic experience beyond downtown.

Councilmember Moser spoke to park development and funding; strategizing in-lieu fees; activating the volunteer community; irrigation improvements; reforestation; plants; installing trash receptacles; resurfacing; and continued research efforts on grant funding.

Mr. Beck transitioned discussion to COVID-19 response:

- Where will the City will be in 6 months to a year?
- How will the City continue to spread information?
- Is there a data pipeline?
- Access to testing?
- Access to vaccines?

Mayor Carr opined that the City has done more work around COVID-19 than most cities, and informed Council that a Town Hall series on vaccines is in the works. She stated it is imperative for the City to be a source of reliable information, called for continuous support for small businesses, continued conversation on rent moratorium, and stewards for the City, called for the Council to be a beacon of example by washing hands, staying home, and wearing a mask.

Mr. Beck suggested the Council remember they have the opportunity to flex codes and regulations for allowing business operations in accordance with the Governor's mandate.

Mr. Ortiz emphasized need to assist small businesses with opening back up.

Mr. Beck reminded the Council to keep in mind budget and resources when discussing and planning for priorities, and rely on the City Manager and staff to provide feedback on Council focus and direction.

Mr. West welcomed questions before turning to Mr. Chi for closing remarks.

Mr. Chi informed Council that a follow-up report will come, and emphasized that the Workshop helps the team understand Council focus and priorities.

Mayor Carr asked for closing comments by Council. Receiving none, the Workshop was adjourned at 2:51 PM to the next regular meeting of January 19, 2021.

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STAFF REPORT MATERIAL IS AVAILABLE PRIOR TO CITY COUNCIL MEETINGS AT
<http://www.huntingtonbeachca.gov>

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