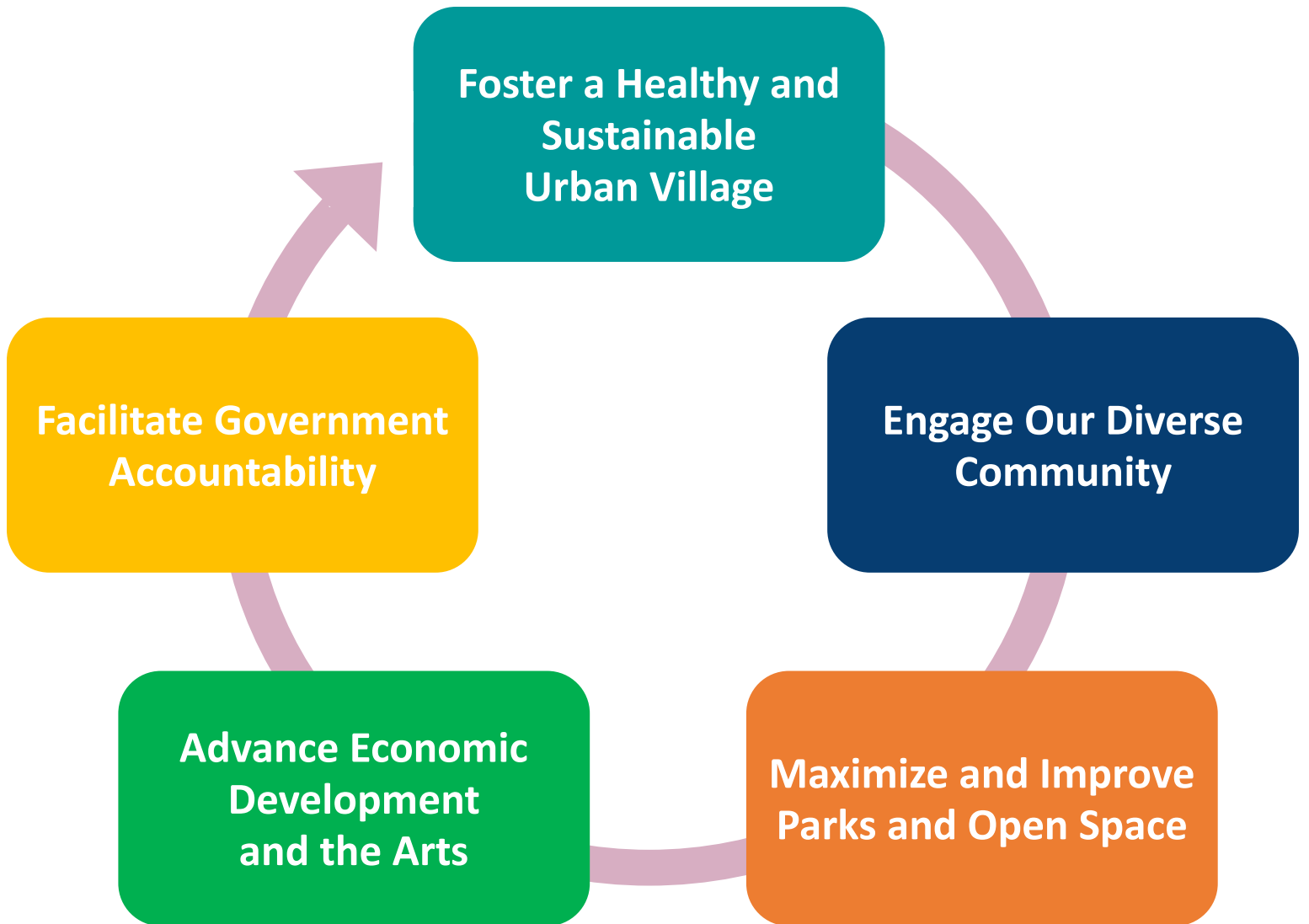


THE CITY OF ALBANY

STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021



CITY OF ALBANY
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STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021

Table of Contents

Overview	page 1
Mission	page 2
Vision	page 2
List of Goals and Objectives	page 3
Goal 1: Foster a Healthy and Sustainable Urban Village.....	page 4 - 6
Goal 2: Engage Our Diverse Community	page 7 - 9
Goal 3: Maximize and Improve Parks and Open Space.....	page 10 - 11
Goal 4: Advance Economic Development and the Arts	page 12 - 13
Goal 5: Facilitate Government Accountability.....	page 14 - 15



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STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021

Overview

The purpose of the City Council Strategic Plan is to identify key issues, develop City Council direction, establish priorities, and set goals and objectives to best focus changes to the use of the City's limited resources and capacity over the course of the 2-year plan period. The mandated obligations of local government remain the core function of the City and need not be fully detailed in the Strategic Plan, including but not limited to: public infrastructure, public safety, governmental transparency, financial accountability, and implementation of regulations.

To ensure effective implementation, the City Council and community will review progress toward objectives annually, and will adjust the work plan and objectives as needed.



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STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021

The Albany City Council Strategic Plan considers both the City's Mission Statement and Vision Statement.

City Mission Statement

The City of Albany is dedicated to maintaining its small town ambience, responding to the needs of a diverse community, and providing a safe, healthy, and sustainable environment.

City Vision Statement

The City of Albany is environmentally and fiscally strong, champions a healthy local economy, fosters safe, diverse and engaged neighborhoods, and treasures its unique waterfront.



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LIST OF GOALS AND OBJECTIVES

Goal 1: **Foster a Healthy & Sustainable Urban Village**

1. Advance Climate Action
2. Promote Housing Availability & Quality
3. Promote Active Transportation & Street Safety
4. Support Public Health & Safety

Goal 2: **Engage our Diverse Community**

1. Connect with and Engage the Community
2. Promote Disaster Preparedness & Resiliency
3. Continue to promote Communitywide inclusivity
4. Promote Health & Wellness

Goal 3: **Maximize & Improve Parks & Open Space**

1. Create Parks
2. Enhance Open Space
3. Create Cultural Facilities & Opportunities

Goal 4: **Advance Economic Development and the Arts**

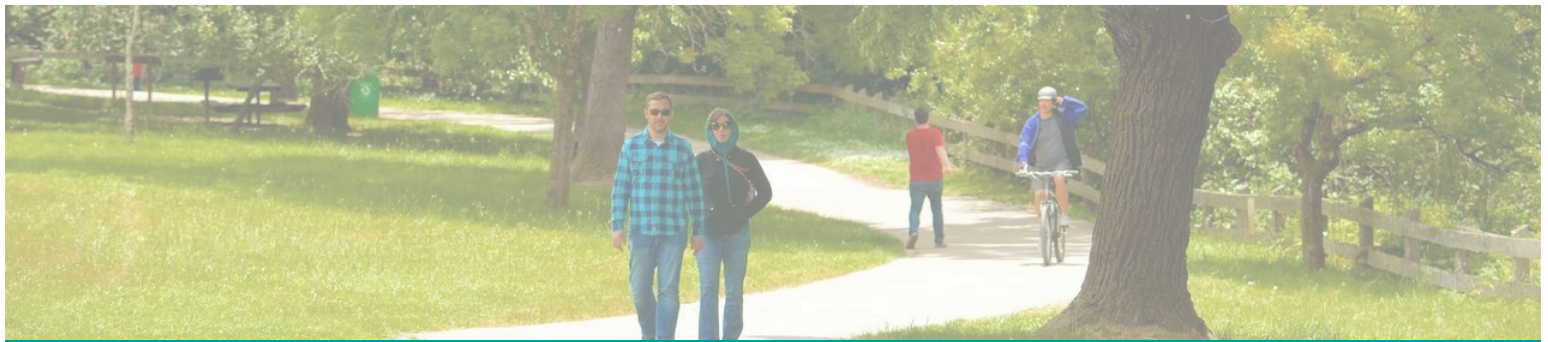
1. Encourage Economic Development with Variety of Businesses and Development Models
2. Investigate Ways to Support and Develop the Arts
3. Maintain an attractive atmosphere in Business Districts

Goal 5: **Facilitate Government Accountability**

1. Sound and Transparent Management of City Financial Resources
2. Enhance Communication and Transparency Programs
3. Assure Rates of Revenue Sources are Kept Current, that Revenues are Collected and Albany is informed of Funding Mechanisms in use in other California Cities



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FOSTER A HEALTHY AND SUSTAINABLE URBAN VILLAGE

Objective 1

Advance Climate Action

Workplan items:

1. Develop new Climate Action Plan in 2019 including an electrification measure requirement.
2. Provide implementation updates to the Council annually beginning in 2020.

Potential Workplan additions:

1. Specific additional measures such as a prohibition on 2-stroke engines (e.g. gas-powered leaf blowers), and potential changes to EBCE defaults to be potentially considered in CAP.
2. Develop a Master Plan for Albany's Urban Forest (refer to PR&OS Commission).



Objective 2

Promote Housing Availability & Quality

Workplan items:

1. Implement Housing Element.
2. Development of affordable housing project at Cleveland & Washington Avenues in partnership with SAHA.
3. Annually monitor and evaluate rent review program starting in 2019
4. Compile list and annually monitor number, size, and usage of accessory dwelling units, and other types of units or rooms used for short term occupancy.

Objective 3

Promote Active Transportation & Safety

Workplan items:

1. Implement and continue reporting on and updating the Active Transportation Plan and related portions of the City's Capital Improvement Program.
2. Implement Complete Streets Plans on San Pablo & Solano Avenues.
3. Develop a timeline and funding plan to support scheduling CIP projects to achieve street-safety-related infrastructure goals including (1) street paving quality (PCI), (2) appropriate night lighting of streets, sidewalks, and parks, and (3) safety features at intersections and other crossings of roadways.

Potential Workplan additions:

1. Investigate options for parking management by conducting a study session to discuss possible parking permit and/or parking meter programs (potentially refer to Transportation Commission and to Economic Development Committee).



Objective 4

Support Public Health and Safety

Workplan items:

1. Partner with Other Local Governments to Maintain and Improve access to Emergency Department and other Hospital Services in our area: continue City Council subcommittee to work in coordination with neighboring cities and regional legislators to develop a strategy to maintain and improve hospital services.
2. Complete consideration of prohibition of the sale of Flavored Tobacco Products begun in 2018.
3. Consider adoption of a seismic safety program including an update to current policies and the adoption of a soft-story retrofit ordinance.
4. Consider implementing “Social Host Laws”: conduct a study session regarding options for social host laws such as development of an ordinance.
5. Review status of current Cannabis ordinance in Fall 2019, consider any needed policy changes (refer to P&Z Commission).





ENGAGE OUR DIVERSE COMMUNITY

Objective 1

Connect with and Engage Community

Workplan items:

1. Continue outreach and service referrals through the “Albany CARES” program to households in need including but not limited to seniors and any resident at risk of or already experiencing homelessness. Evaluate outreach outcomes and efficiency in annual report to the City Council.
2. Identify opportunities to conduct additional outreach to promote the utilization of available low income/senior tax exemptions and other programs; evaluate effectiveness.
3. Establish a subcommittee of the Council to develop and implement youth engagement strategies to encourage youth participation in local government.



Objective 2

Promote Disaster Preparedness & Resiliency

Workplan items:

1. Implement Disaster Preparedness and Local Hazard Mitigation Plans and engage with all sectors of community, especially the most vulnerable, to encourage resiliency.
2. Conduct a study session to consider development of an ordinance regarding residential defensible space and fire mitigation measures on Albany Hill.

Note: seismic safety measures are addressed under Goal 1: Foster a Healthy & Sustainable Urban Village.

Potential Workplan additions:

1. Investigate available forms of communication with the public for public safety and emergency purposes (public safety staff).
2. Consider improvements to the city's system of reporting criminal and police activity to the general public (public safety staff).



Objective 3

Continue to Promote Community Inclusivity

Workplan items:

1. Establish a subcommittee of the Council to seek input regarding unmet needs for municipal services for sectors of the population such as low-income households, households that include members of minority groups, households that include English language learners, households that include seniors and/or other persons who may require assistance to live safely and comfortably in their Albany homes and/or to participate in community activities.
2. Adapt programs and services to support inclusivity to reflect input received.
3. Encourage participation in and help facilitate the 2020 Census.

Objective 4

Promote Health & Wellness

Workplan items:

1. Develop health & wellness programs in coordination with community input by conducting an annual City Council study session regarding use of sugar sweetened beverage tax revenues.





MAXIMIZE AND IMPROVE PARKS AND OPEN SPACE

Objective 1

Enhance Parks

Workplan items:

1. Prepare a plan for improvements to the Albany Waterfront Park (Bulb).
2. Continue City Council Subcommittee to confer with East Bay Regional Park regarding the MOU between the agencies.
3. Conduct analysis for turf/grass field opportunities and enhanced landscaping at Peggy Thomsen Pierce Street Park.
4. Assure that benches are available as needed for seniors and others who may be in need to have opportunities to sit while using parks.



Objective 2

Enhance Open Space

Workplan items:

1. Develop a prioritized list of projects on Albany Hill and include in the CIP program.
2. Develop a forest management plan for Albany Hill including fuel load analysis.
3. Program and implement final Measure R projects and provide final accounting for that Measure.
4. Begin implementation of CIP and maintenance projects on creeks, with annual meeting through the City's Parks, Recreation & Open Space Commission to review status and assure momentum is maintained.
5. Provide maintenance schedule and develop plans for enhancement through programming of Measure M funds.
6. Investigate potential for open space use of Caltrans Right-of-Way by inventorying existing Caltrans right-of-way and discussing opportunities with Caltrans.
7. Identify funding to update Parks & Recreation Master Plan.

Objective 3

Create Cultural Facilities & Opportunities

Workplan items:

1. Review existing public and private memorials, honors, and other installations on public land; plan and implement relocations and improvements as appropriate.
2. Create policies concerning private memorials and honors on public lands.

Potential Workplan additions:

1. Investigate Veterans Building Retrofit Funding Options and report findings to the Council.





ADVANCE ECONOMIC DEVELOPMENT AND THE ARTS

Objective 1

Encourage Economic Development with a Variety of Businesses and Development Models

Workplan items:

1. Implement Economic Development Strategic Plan with annual implementation status provided to the City Council.
2. Look for innovative ways to promote Economic Development by engaging with prospective businesses to help facilitate business variety and engaging with existing businesses to support retention via a survey of the business community every two years.
3. Consider other strategies for encouraging growth of business including consideration of a specific plan or other zoning changes consistent with the General Plan.



Objective 2

Investigate Ways to Support and Develop the Arts

Workplan items:

1. Update and continue to implement Public Arts Master Plan

Objective 3

Maintain an attractive atmosphere in Business Districts

Workplan items:

1. Improve maintenance of business districts by scheduling regular maintenance of San Pablo & Solano Avenues with regard to graffiti abatement, and ensure quality of fixtures such as garbage cans and benches.
2. Develop a policy and consider adoption of an ordinance and/or program regarding maintenance of news racks.
3. Update sign ordinance including curb painting ordinance.
4. Update ordinance on encroachments is public rights of way.

Potential Workplan additions:

1. Consider options for conservation of building features with historic and aesthetic values in commercial districts (refer to P&Z Commission).





FACILITATE GOVERNMENT ACCOUNTABILITY

Objective 1

Sound and Transparent Management of City Financial Resources

Workplan items:

1. Produce accurate comprehensive annual financial reports audited to the Council (and submitted to required agencies) by December 31st each year.
2. Adopt a format for the presentation of budgets and budget-to actual reports that is transparent to the City Council and the public at large, and assure these documents are accurate and timely produced.
3. Implement a smooth transition pursuant to Measure N from the City Treasurer model to a professionalized system of revenue collection and financial management, with citizen oversight by a Committee on Budget and Finance.
4. Assure the City Manager has the capacity to timely respond to reasonable requests for financial information from the City Council.
5. Produce a long-term financial plan, including a long term municipal asset management plan, that takes into account foreseeable needs, including but not limited to retirement benefits and infrastructure maintenance and replacement, to reduce the risk of financial problems over time and across economic cycles.



Objective 1

Sound and Transparent Management of City Financial Resources

Potential Workplan additions:

1. Conduct a study session to consider interest in establishing mandatory campaign finance limits, expanding beyond recently adopted voluntary campaign finance limits, or alternatively making voluntary campaign finance limits contingent upon all candidates agreeing to adopt them.

Objective 2

Enhance Communication and Transparency Programs

Workplan items:

1. Continue to create and utilize a variety of communication strategies by ongoing expanding and evaluation of portfolio of communication outlets.

Objective 3

Assure Rates of Revenue Sources are Kept Current, that Revenues are Collected, and Albany is Informed of Funding Mechanisms In Use In Other California Cities

Workplan items:

1. Monitor existing funding mechanisms to assure rates are kept up to date and revenues are collected. Research funding mechanisms used in other California cities to stabilize budgets and invest appropriately in municipal infrastructure.

Potential Workplan additions:

1. Revisit proposal for municipal electronic billboard.

