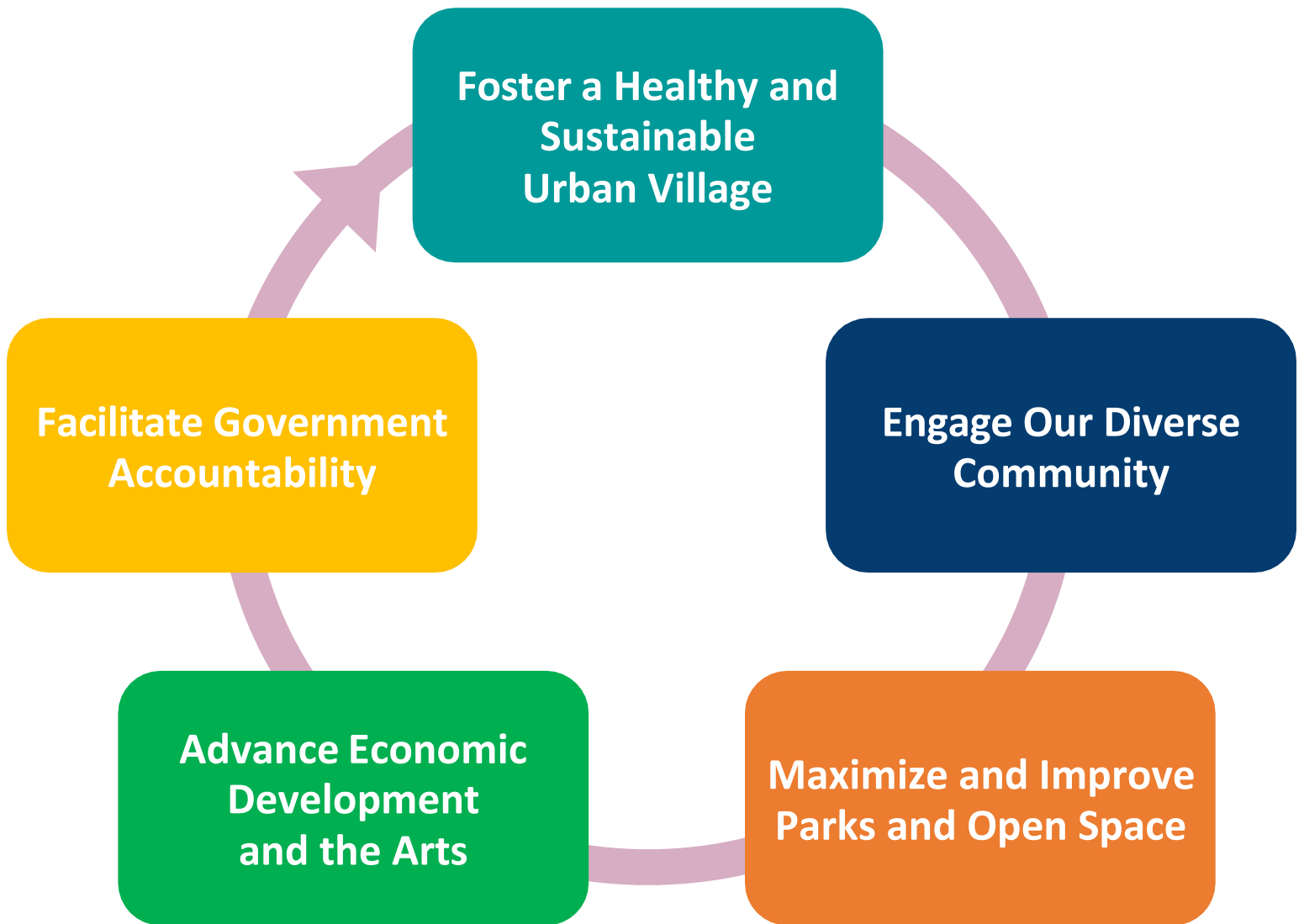




# THE CITY OF ALBANY

STRATEGIC PLAN JULY 2021 - DECEMBER 2022



**CITY OF ALBANY**  
**CALIFORNIA**

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# THE CITY OF ALBANY

STRATEGIC PLAN JULY 2021 - DECEMBER 2022

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

**City Mission Statement**

TO BE INSERTED

**City Vision Statement**

TO BE INSERTED



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# THE CITY OF ALBANY

STRATEGIC PLAN JULY 2021 - DECEMBER 2022

## LIST OF GOALS AND OBJECTIVES

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

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

**Goal 2: Engage Our Diverse Community**

1. Connect with and Engage Community
2. Maintain/Increase Economic Diversity
3. Community Inclusivity

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

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

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

1. Encourage Economic Development with a Variety of Businesses and Development Models with a Focus on Business Retention and Recruitment with a Particular Emphasis on BIPOC- and Women-owned Businesses
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. 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



**GOAL 1**  
**FOSTER A HEALTHY AND SUSTAINABLE**  
**URBAN VILLAGE**

**GOAL 1**  
**Objective 1**

**Advance Climate Action and Adaptation**

*Workplan items:*

1. Establish Ordinance with electrification preferred to natural gas for major remodel projects
2. Establish pilot program for electrification of existing buildings
3. Advance phase out of two-stroke engines
4. Develop Urban Forest Master Plan

**GOAL 1**  
**Objective 2**

## **Promote Housing Availability & Quality**

*Workplan items:*

1. Evaluate zoning policies with regard to increasing housing production
2. Identify additional funding sources for affordable housing production
3. Take action to further reduce blight (regards economic development as well)



**GOAL 1**  
**Objective 3**

## **Promote Active Transportation & Safety**

*Workplan items:*

1. Develop a timeline and funding plan to support scheduling CIP projects to achieve street-safety-related infrastructure goals including (1) appropriate night lighting of streets, sidewalks, and parks, and (2) safety features at intersections and other crossings of roadways.
2. Update Active Transportation Plan and reporting of related portions of the City's Capital Improvement Program

**GOAL 1**  
**Objective 4**

## **Increase Public Health and Safety**

*Workplan items:*

1. Adopt soft-story retrofit ordinance (Seismic Safety Program)
2. Monitor/develop provision of mental health, addiction and homelessness services
3. Support CERT and CERT communication
4. Continue to advocate for adequate regional distribution of full-service, acute care hospitals



## ENGAGE OUR DIVERSE COMMUNITY

### GOAL 2 Objective 1

#### Connect with and Engage Community

##### *Workplan items:*

1. Encourage youth participation in local government
2. Support local community events recognizing the breadth of cultures in Albany
3. Create mechanisms for two-way communication regarding equity and inclusivity

**GOAL 2**  
**Objective 2**

## Maintain/Increase Economic Diversity

*Workplan items:*

1. Enroll as many households for tax exemptions and rebates as are enrolled in CARE
2. Evaluate opportunities to reform taxes and franchise fees to include exemptions, rebates, and discounts for households with low incomes and to scale cost to residence size

**GOAL 2**  
**Objective 3**

## Community Inclusivity

*Workplan items:*

1. Implement racial equity survey
2. Adopt programs and services to support inclusivity to reflect input received
3. Secure removal of Christian cross from Albany Hill



**MAXIMIZE AND IMPROVE PARKS AND OPEN SPACE**

**GOAL 3**  
**Objective 1**

**Enhance Parks**

*Workplan items:*

1. Update Strategic Plan with select items from the parks, recreation, and open space master plan and other potential improvements

**GOAL 3**  
**Objective 2**

## Enhance Open Space

*Workplan items:*

1. Prepare a plan for improvements to the Albany Waterfront Park
2. Develop a prioritized list of projects on Albany Hill and include in the CIP program
3. Develop a forest management plan for Albany Hill including fuel load analysis
4. Continue 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

**GOAL 3**  
**Objective 3**

## **Create Cultural Facilities & Opportunities**

*Workplan items:*

1. Update Strategic Plan with select items from the parks, recreation, and open space master plan and other potential improvements





## ADVANCE ECONOMIC DEVELOPMENT AND THE ARTS

### GOAL 4 Objective 1

**Encourage Economic Development with a Variety of Businesses and Development Models with a Focus on Business Retention and Recruitment with a Particular Emphasis on BIPOC- and Women-owned Businesses**

*Workplan items:*

1. 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
2. Consider reforming business license taxes to support business diversity
3. Evaluate a cannabis dispensary

**GOAL 4**  
**Objective 2**

**Investigate Ways to Support and Develop the Arts**

*Workplan items:*

1. Update and continue to implement Public Arts Master Plan

**GOAL 4**  
**Objective 3**

**Maintain an Attractive Atmosphere in Business Districts**

*Workplan items:*

1. Update ordinance on encroachments in public right of way
2. Implement a vacancy maintenance plan holding owners accountable/consider vacancy tax
3. Consider options for conservation of building features with historic and aesthetic values in commercial districts (refer to P&Z Commission)



## FACILITATE GOVERNMENT ACCOUNTABILITY

### GOAL 5 Objective 1

#### Sound and Transparent Management of City Financial Resources

##### *Workplan items:*

1. Assure the production of 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. 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

## STRATEGIC PLAN JULY 2021 – DECEMBER 2022

### GOAL 5 Objective 2

**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. Increase the number of rented residence licenses to match the number of rented residences according to the Census



# City of Albany

1000 San Pablo Avenue • Albany, California 94706  
(510) 528-5710 • [www.albanyca.org](http://www.albanyca.org)

## **RESOLUTION NO. 2021-84**

PASSED AND APPROVED BY THE COUNCIL OF THE CITY OF ALBANY,

The 7th day of September, 2021, by the following votes:

AYES: Council Members Jordan, McQuaid, Nason, Tiedemann and Mayor Gary

NOES: none

ABSENT: none

ABSTAINED: none

RECUSED: none

WITNESS MY HAND AND THE SEAL OF THE CITY OF ALBANY, this 8th  
day of September, 2021.

Anne Hsu  
CITY CLERK